



The Starring Role of Demographic Variables on Discernment of Organizational Climate in Information Technology Industries, in Chennai City

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Abstract: The organizational climate plays a vital role in determining the organizational performance. In supportive organization climate, the attrition rate will be low, which will result in higher productivity that all would motivate the employees to perform enthusiastically. Employees will utilize their knowledge and skills in everything they design, develop and serve. Organizational climate is an essential element of IT companies if the value and potential of its people is to be harnessed and grown. The most important issue in the IT sector are employee turnover and attrition. When employees are happy with their climate of the organization, they are committed to stay with the organization and are unwilling to exit from their current job. The purpose of the study is to assess the impact of demographic variables on discernment of organizational climate in Information Technology industries in Chennai city using inferential analysis tools such as Chi-square test, independent sample t test, One-way ANOVA, Correlation analysis and Friedman Test. The results of the study revealed that there is impact of demographic variables on discernment of organizational climate in Information Technology industries.

Keywords: Organizational Climate, Discernment, demographic variables, Information Technology,

1. BACKGROUND OF THE STUDY

Organizational Climate is the process of quantifying the “culture” of an organization, it precedes the notion of organizational culture. Organizational Climate refers to the team spirit at the Organization level.

When everyone has the same general feelings about what's important or how well things are working, the effect of these attitudes will be more than the sum of the individual parts. Developments in technology change the organizational structure, design, context and even goals and make an organization dynamic. The word 'Dynamic' in Industry scenario includes, the organization that makes changes, or reacts to the changes in offering innovative products and services, technology, business strategies, identifying new opportunities. In order to be a dynamic organization in the industry, the industry needs support from their human resource. The organization can't become dynamic over night; it should create such kind of organizational culture and climate over a period of time. Solving business problems in the information technology industry is a constant battle for many IT companies. As technology changes more rapidly, IT industry needs are changing at a quicker rate than ever before. To gain and maintain a competitive advantage in the IT marketplace, there is a need for supportive climate for developing problem solving strategy that takes the evolution of the marketplace into account and provides a framework for quickly getting to the root cause of the problem before it eats away at time and resources. In short, the challenges faced by the IT industry in present scenario are velocity of change, balancing strategic priorities with regulatory demands, time management, talent acquisition and retention, Murphy and perfection. The main aim of the study is to reveal the role of demographic variables (i.e. as age, gender, qualification, experience etc) on discernment of Organizational Climate of Information Technology industries in Chennai.

2. CONCEPTUAL FRAMEWORK OF THE STUDY

One of the best-known general measures of Organizational Climate is the Organizational climate Questionnaire (OCQ) by Litwin and Stringer (1968). It comprises 50 items that assess nine dimensions of climate. In this research, researcher have chosen the measures from Organizational climate Questionnaire (OCQ) developed by Litwin and stringer.

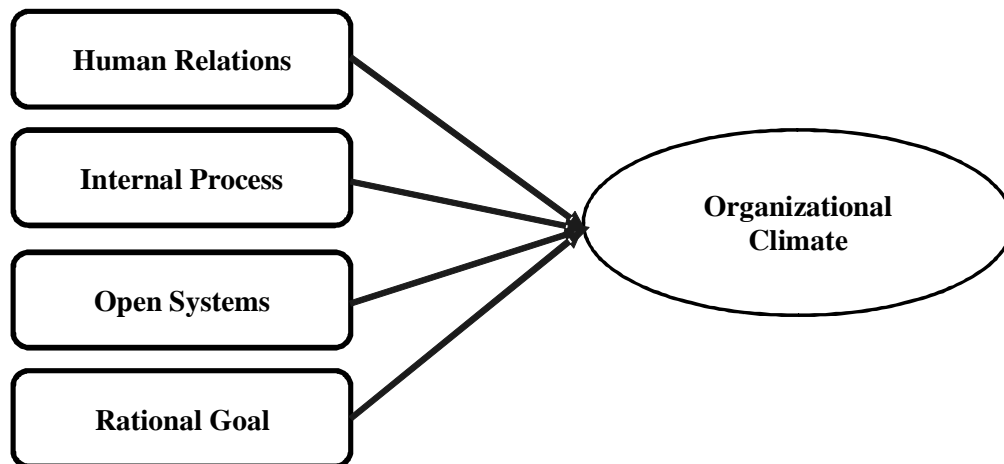


Figure 2.1: Conceptual Framework of Organizational Climate

Organizational climate Questionnaire developed by Litwin and Stringer has four quadrants, such as Human Relations model, Internal Process model, Open Systems model and Rational Goal model.

2.1. Human Relations model

This approach emphasizes the well-being, growth and commitment of the community of employees within an organization. The Human Relations Model (internal focus, flexible orientations) has norms and values associated with belonging, trust, and cohesion, achieved through means such as training and human resource development. Climate dimensions which researcher identified as representing this quadrant are:

- a) **Autonomy** - designing jobs in ways which give employees wide scope to enact work (e.g., Cherns, 1976; Klein, 1991).
- b) **Integration** - the extent of interdepartmental trust and cooperation (e.g., Lawrence & Lorsch, 1967; Nauta & Sanders, 2000).
- c) **Participation** - employees have considerable influence over decision-making (e.g., Miller & Monge, 1986; Hollander & Offerman, 1990; Heller, Pusi, Strauss, & Wilpert, 1998).
- d) **Leadership** - the extent in which the organization focuses on preparing leaders for the future.
- e) **Supervisory support** - the extent to which employees experience support and understanding from their immediate supervisor (e.g., Cummins, 1990; Eisenberger *et al.*, 2002).
- f) **Emphasis on training** - a concern with developing employee skills (e.g., Gattiker, 1995; Morrow, Jarrett, & Rupinski, 1997).
- g) **Employee welfare** - the extent to which the organization values and cares for employees (e.g., Robinson & Rousseau, 1994; Guest, 1998).

2.2. Internal Process model

The internal process approach (internal focus and tight control within the organization) reflects a Tayloristic concern with formalization and internal control of the system in order that resources are efficiently used. The Internal Process Model represents the classic bureaucracy. Scales which reflect this model are:

- a) **Formalization** - a concern with formal rules and procedures (e.g., Pugh, Hickson, Hinings, & Turner, 1968; Hall, 1991);
- b) **Tradition** - the extent to which established ways of doing things are valued (e.g., Coch & French, 1948).
- c) **Career advancement** – opportunities for career growth commensurate with core competence
- d) **Company policies and Administration** – setting high standards of excellence in Management
- e) **Trust and Respect** – the extent in which Mutual confidence and respect exists in the organization.

2.3. Open system model

The emphasis of the Open Systems Model (external focus and flexible orientation) is on readiness, change and innovation, where norms and values are associated with growth, resource acquisition, creativity and adaptation.

Climate dimensions which are likely to reflect this orientation are:

- a) **Flexibility** - an orientation toward change (e.g., Garrahan& Stewart, 1992; King & Anderson, 1995).
- b) **Innovation** - the extent of encouragement and support for new ideas and innovative approaches (e.g., West & Farr, 1990).
- c) **Outward focus** - the extent to which the organization is responsive to the needs of the customer and the marketplace in general (Kiesler & Sproull, 1982; West & Farr, 1990).
- d) **Reflexivity** - a concern with reviewing and reflecting upon objectives, strategies, and work processes, in order to adapt to the wider environment (West, 1996, 2000).

2.4. Rational Goal

The rational goal approach (external focus but with tight control within the organization) reflects a rational economic model of organizational functioning in which the emphasis is upon productivity and goal achievement (Hall, 1980; Clinebell, 1984). Climate dimensions which might reflect this model are:

- a) **Clarity of organizational goals**—a concern with clearly defining the goals of the organization (e.g. Locke, 1991).
- b) **Efficiency**—the degree of importance placed on employee efficiency and productivity at work (e.g., Ostroff& Schmitt, 1993).
- c) **Effort**—how hard people in organizations work towards achieving goals (e.g., McCaol, Hinsz, & McCaol, 1987);
- d) **Performancefeedback**—the measurement and feedback of job performance (e.g., Annett, 1969; Kopelmann, 1986).
- e) **Pressure to produce**—the extent of pressure for employees to meet targets (e.g., Taira, 1996);
- f) **Quality**—the emphasis given to quality procedures (e.g., Deming, 1986; Hackman & Wageman, 1995);

3. RESEARCH METHODS AND SAMPLES

The study followed exploratory research design to explore the starring role of demographic variables such as age group, gender, qualification, designation, department, etc. on discernment of organizational climate in Information Technology industries in Chennai city. The sample size of the study was 1000 employees from IT companies. The structured questionnaire was used to collect the primary data. The responses was collected from the employees working in IT companies such as TCS, Infosys, HCL, Wipro and Tech Mahindra using quota sampling technique (i.e. 200 samples from each IT company).

4. ANALYSIS AND INTERPRETATIONS

4.1. Chi-square test of Association

HYPOTHESIS - 1

- H0:** There is no association between age group and congenial Organizational Climate helps to improve the organizational productivity.

H1: There is an association between age group and congenial Organizational Climate helps to improve the organizational productivity.

Table 1
Chi-square test for association between age group and congenial Organizational Climate helps to improve the organizational productivity.

Age Group	Congenial Organizational Climate helps to improve the organizational productivity		Total	Chi-square value	P value
	Yes	No			
Up to 25 years	294 (75.8%) [38.0%]	94 (24.2%) [37.9%]	388 (100.0%) [38.8%]	11.207	0.013*
26-30 years	290 (81.9%) [37.5%]	64 (18.1%) [28.3%]	354 (100.0%) [35.4%]		
31-35 years	129 (77.7%) [16.7%]	37 (22.3%) [16.4%]	166 (100.0%) [16.6%]		
Above 35 years	61 (66.3%) [7.9%]	31 (33.7%) [13.7%]	92 (100.0%) [9.2%]		
Total	774 (77.4%) [100.0%]	226 (22.6%) [100.0%]	1000 (100.0%) [100.0%]		

Note: 1. The value within () refers to Row Percentage
2. The value within [] refers to Column Percentage
3. * Denotes significant at 5% level

Since p value in the table 1 is less than 0.05, and the null hypothesis is rejected at 5 percent level of significance. Hence, it is concluded that there is an association between age group and congenial Organizational Climate helps to improve the organizational productivity. Based on row percentage, the age group of employees belong to 26-30 years of which (81.9%) have opined that congenial Organizational Climate helps to improve the organizational productivity while compared to other age group of employees working in the IT company.

HYPOTHESIS - 2

H0: There is no association between gender and amiable organization climate that helps the organization to maintain employee retention rate.

H1: There is an association between gender and amiable organization climate that helps the organization to maintain employee retention rate.

Table 2
Chi-square test for association between gender and amiable organization climate helps to maintain employee retention rate.

Gender	Amiable Organizational Climate helps the organization to maintain employee retention rate		Total	Chi-square value	P value
	Yes	No			
Male	520 (85.5%) [64.6%]	88 (14.5%) [45.1%]	608 (100.0%) [60.8%]	24.962	<0.001**
Female	285 (72.7%) [35.4%]	107 (27.3%) [54.9%]	392 (100.0%) [39.2%]		
Total	805 (80.5%) [100.0%]	195 (19.5%) [100.0%]	1000 (100.0%) [100.0%]		

Note: 1. The value within () refers to Row Percentage
 2. The value within [] refers to Column Percentage
 3. ** Denotes significant at 1% level

From the above Table 2 it is inferred that since p value is less than 0.01, hence the null hypothesis is rejected at 1 percent level of significance. Therefore it is concluded that there is an association between gender and amiable Organizational Climate that helps the organization to maintain employee retention rate in the IT Company. Based on the row percentage, majority of the male (85.5%) respondents agreed that amiable Organizational Climate helps the organization to retain employee retention rate than the female employees.

HYPOTHESIS - 3

H0: There is no association between educational qualification and cordial Organizational Climate that support business goals of the organization.

H1: There is an association between educational qualification and cordial Organizational Climate that support business goals of the organization.

Table 3
Chi-square test for association between educational qualification and cordial Organizational Climate that support business goals.

Educational Qualification	Cordial Organizational Climate that support to achieve Business goals		Total	Chi-square Value	p value
	Yes	No			
Diploma	81 (66.4%) [9.9%]	41 (33.6%) [22.9%]	122 (100.0%) [12.2%]	55.903	<0.001**
Undergraduate	461 (90.6%) [56.2%]	48 (9.4%) [26.8%]	509 (100.0%) [50.9%]		

contd table 3

Educational Qualification	Cordial Organizational Climate that support to achieve Business goals		Total	Chi-square Value	p value
	Yes	No			
Postgraduate	279 (75.6%) [34.0%]	90 (24.4%) [50.3%]	369 (100.0%) [36.9%]		
Total	821 (82.1%) [100.0%]	179 (17.9%) [100.0%]	1000 (100.0%) [100.0%]		

Note: 1. The value within () refers to Row Percentage
 2. The value within [] refers to Column Percentage
 3. ** Denotes significant at 1% level

The above table 3 shows that p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Therefore it is noted that there is an association between educational qualification and cordial Organizational Climate that support in achieving business goals of the organization. Based on the row percentage, of Undergraduate (90.6%) qualified respondents highly perceived than other employees with respect to cordial Organizational Climate that support in achieving business goals of the organization in IT companies.

4.2. Independent Sample ‘t’ Test

HYPOTHESIS - 4

- H0:** There is no significant difference between male and female with respect to discernment of Organizational Climate.
- H1:** There is a significant difference between male and female with respect to discernment of Organizational Climate.

Table 4
t test for significance of difference between male and female with respect to discernment of Organizational Climate

Organizational Climate	Gender				t value	p value
	Male		Female			
	Mean	SD	Mean	SD		
Human relations	24.63	4.05	24.65	3.68	1.803	0.059
Internal process	17.11	3.53	16.65	3.40	2.431	0.013*
Open systems	18.10	2.89	18.07	2.96	1.476	0.155
Rational goal	29.44	3.94	28.04	3.97	2.276	0.016*
Overall Organizational Climate	89.28	12.04	88.02	11.61	2.403	0.012*

Note: 1. ** Denotes significant at 1 % level.
 2. * Denotes significant at 5 % level.

Table 4 shows that p value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to internal process, rational goal and overall Organizational Climate. Hence it is

exposed that there is significant difference between male and female employees with respect to internal process and Rational Goal. Mean value of internal process and rational goal of male employees are greater than that of female employees.

Since p value is greater than 0.05, the null hypothesis is accepted at 5% level of significance with respect to Human relations and Open systems, hence it is decided that there is no significant difference between male and female employees with respect to Human relations and Open systems. From the above table, it is identified that male employees are having better discernment towards the Organizational Climate in IT companies.

HYPOTHESIS - 5

H0: There is no significant difference between employees working in technical and nontechnical departments with respect to discernment of Organizational Climate.

H1: There is a significant difference between employees working in technical and nontechnical departments with respect to discernment of Organizational Climate.

Table 5
t test for significance of difference between employees working in technical and nontechnical departments with respect to discernment of Organizational Climate

<i>Organizational Climate</i>	<i>Department</i>				<i>t value</i>	<i>p value</i>
	<i>Technical</i>		<i>Nontechnical</i>			
	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>		
Human Relations	24.60	3.95	24.02	3.82	2.435	0.012*
Internal Process	17.48	3.48	16.04	3.46	4.350	<0.001**
Open Systems	18.39	2.92	17.01	2.91	3.460	<0.001**
Rational Goal	29.34	3.97	28.82	4.38	2.766	0.006**
Overall Organizational Climate	89.34	11.97	87.84	11.64	4.122	<0.001**

Note: 1. ** Denotes significant at the 1% level.
 2. * Denotes significant at the 5 % level.

Table 5 revealed that p value is less than 0.01 the null hypothesis is rejected at the 1 percent level of significance. Hence it is concluded that there is a significant difference between the employees working in technical and nontechnical department with regard to Internal Process, Open Systems, Rational Goal and overall Organizational Climate. Based on mean score, technical employees perceives organization climate in better way with regards to Internal Process, Open Systems and Rational Goal than the employees working in nontechnical departments. Since p value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to Human Relations. Therefore it is concluded that there is significant difference between the employees working in technical and nontechnical department with respect to Human Relations. Mean value of Human Relations of technical department employees are greater than nontechnical employees. It is established from the above table that the technical employees are more satisfied with overall Organizational Climate than those who are working in nontechnical departments in the IT Companies.

4.3. One Way Anova

HYPOTHESIS - 6

H0: There is no significant difference between the age group of the respondents with respect to discernment of Organizational Climate.

H1: There is a significant difference between the age group of the respondents with respect to discernment of Organizational Climate.

Table 6
ANOVA for significant difference between age group of the respondents with respect to discernment of Organizational Climate

Organizational Climate	Age Group in years				F value	p value
	Up to 25	26-30	31-35	Above 35		
Human Relations	25.78 ^{bc} (3.53)	26.34 ^c (4.02)	25.35 ^b (3.69)	23.88 ^a (4.71)	9.747	< 0.001**
Internal Process	18.10 ^{ab} (3.25)	18.77 ^c (3.58)	17.85 ^b (3.24)	16.82 ^a (3.85)	9.273	< 0.001**
Open Systems	19.28 ^{bc} (2.68)	19.42 ^c (3.09)	18.65 ^{ab} (2.63)	18.53 ^a (3.36)	6.347	< 0.001**
Rational Goal	29.53 ^b (3.50)	29.49 ^b (4.01)	29.4 ^b (3.68)	26.28 ^a (5.01)	12.348	< 0.001**
Overall Organizational Climate	92.69 ^{ab} (10.36)	94.02 ^c (12.28)	91.25 ^b (10.54)	85.51 ^a (15.20)	13.238	< 0.001**

Note: 1. ** Denotes significant at 1 % level.

2. Different alphabet between age groups of employees denotes significant at 5% level using Duncan Multiple Range Test (DMRT).

From the above table 6, it is inferred that since p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is determined that there is significant difference between age group of the respondents with respect to Organizational Climate. Based on Duncan Multiple Range Test (DMRT) the employees' belong to the age group of above 35 years significantly differs with other age groups and employees belong to the age groups up to 25, 26- 30 and 31- 35 significantly diverge with each other at 5 % level of significance with regards to human relations, internal process and open systems. With reverence to rational goal, above 35 years of age group significantly differ with other age groups, but there is no significant difference among up to 25, 26-30 and 31-35 of age group with regards to overall organization climate. It is also discovered from the above table that the employees in the age group of 26-30 years perceived Organizational Climate in a more positive manner in IT Companies with highest mean value of 94.02.

HYPOTHESIS - 7

H0: There is no significant difference between the designations with respect to discernment of Organizational Climate.

H1: There is a significant difference between the designations with respect to discernment of Organizational Climate.

Table 7
ANOVA for significant difference between designations with respect to discernment of Organizational Climate

Organizational Climate	Designation			F value	p value
	Junior level	Middle level	Senior level		
Human relations	24.67 ^b (3.46)	25.44 ^b (4.15)	23.45 ^a (4.97)	10.729	<0.001**
Internal Process	16.86 ^b (3.18)	17.94 ^c (3.62)	15.96 ^a (4.02)	14.738	<0.001**
Open Systems	18.24 ^b (2.72)	18.78 ^b (2.97)	17.18 ^a (3.46)	11.759	<0.001**
Rational Goal	29.59 ^b (3.66)	30.10 ^b (3.88)	27.71 ^a (5.16)	15.289	<0.001**
Overall Organizational Climate	89.36 ^b (10.36)	92.26 ^c (12.22)	84.30 ^a (16.02)	18.574	<0.001**

Note: 1. ** Denotes significant at 1 % level.

2. Different alphabet between designations denotes significant at 5% level using Duncan Multiple Range Test (DMRT).

From the above table 7, it is revealed that p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to Human relations, Internal Process, Open Systems and Rational Goal. Hence it is concluded that there is significant difference among designation with regards to discernment of Organizational Climate. Based on Duncan Multiple Range Test (DMRT), it is inferred that the senior level employees significantly differs with middle and junior level designated employees at 5% level of significance for Human relations, Open Systems and Rational Goal. Based on Duncan Multiple Range test, the junior and middle level designated employees are having significantly higher level discernment towards Organizational Climate with regards to Human relations, Open Systems and Rational Goal than senior level designated employees. From the Duncan Multiple Range Test (DMRT), it can also be interpreted that all different level designated employees significantly differ with each other with respect to Internal Process with regard to Organizational Climate at 5% level of significance. It is found from the analysis that the middle level designated employees have highest level of discernment towards Organizational Climate with a highest mean value 92.26.

HYPOTHESIS - 8

H0: There is no significant difference between the educational qualifications with respect to discernment of Organizational Climate.

H1: There is a significant difference between the educational qualifications with respect to discernment of Organizational Climate.

Table 8
ANOVA for significant difference between educational qualifications with respect to discernment of Organizational Climate

<i>Organizational Climate</i>	<i>Educational Qualification</i>			<i>F value</i>	<i>P value</i>
	<i>Diploma</i>	<i>Undergraduate</i>	<i>Postgraduate</i>		
Human Relations	23.46 ^a (3.84)	25.13 ^b (4.06)	24.57 ^b (3.63)	9.411	< 0.001**
Internal Process	16.17 ^a (3.58)	17.58 ^b (3.58)	17.13 ^b (3.21)	7.221	< 0.001**
Open Systems	17.19 ^a (2.80)	18.56 ^b (2.99)	18.31 ^b (2.79)	9.501	< 0.001**
Rational Goal	27.99 ^a (4.22)	29.72 ^b (4.04)	29.65 ^b (3.57)	12.685	< 0.001**
Overall Organizational Climate	84.81 ^a (11.98)	90.99 ^b (12.30)	89.66 ^b (10.75)	13.758	< 0.001**

Note: 1. ** Denotes significant at 1% level
 2. Different alphabet between educational qualifications denotes significant at 5% level using Duncan Multiple Range Test (DMRT).

From the above Table 8, it is revealed that p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to Human relations, Open Systems, Internal Process and Rational Goal. Hence it is concluded that there is significant difference among the educational qualification with respect to Organizational Climate. Based on Duncan Multiple Range Test, the employees qualified Diploma are perceiving significantly lower level of Organizational Climate in terms of Human relations, Open Systems, Internal Process and Rational Goal but there is no significant difference among Undergraduate and Postgraduate with regards to Organizational Climate. The Undergraduate qualified employees perceives higher level of Organizational Climate with the highest mean value of 90.99, while compared to Diploma and Postgraduate qualified employees.

HYPOTHESIS - 9

H0: There is no significant difference between experiences with respect to discernment of Organizational Climate.

H1: There is a significant difference between experiences with respect to discernment of Organizational Climate.

From the table 9, it is revealed that p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to Human Relations, Internal Process and Rational Goal. Hence it is concluded that there is significant difference among experience of the employees with respect to Human Relations, Internal Process and Rational Goal. Based on Duncan Multiple Range Test, the employees having above 6 years of experience significantly differs with 4 to 6 years and below 3 years of experience at 5 percent level, more over there is no significant difference between the employees who have experience below 3 years and 4 to 6 years of experience with respect to Human Relations, Internal Process and

Table 9
ANOVA for significant difference between experiences with respect to discernment of Organizational Climate

<i>Organizational Climate</i>	<i>Experience in years</i>			<i>F value</i>	<i>P value</i>
	<i>Below 3</i>	<i>4 - 6</i>	<i>Above 6</i>		
Human Relations	25.62 ^b (3.65)	26.00 ^b (3.95)	23.43 ^a (4.10)	9.689	< 0.001**
Internal Process	17.21 ^b (3.17)	17.52 ^b (3.57)	16.23 ^a (3.64)	5.874	0.003**
Open Systems	18.26 (2.75)	18.48 (2.89)	17.78 (3.32)	1.999	0.136
Rational Goal	29.39 ^b (3.64)	29.94 ^b (3.90)	28.54 ^a (4.57)	5.541	0.004**
Overall Organizational Climate	90.48 ^b (10.44)	91.94 ^b (12.06)	85.98 ^a (13.37)	8.187	< 0.001**

Note: 1. ** Denotes significant at 1% level
 2. Different alphabet between experiences represents significant at 5% level using Duncan Multiple Range Test (DMRT).

Rational Goal. Since p value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to Open Systems. Hence it is concluded that there is no significant difference between experiences of the employees with respect to Organizational Climate with regards to Open Systems. (Subramani and Paneerselvam, 2014).

HYPOTHESIS - 10

H0: There is no significant difference between the numbers of promotions received with respect to discernment of Organizational Climate.

Table 10
ANOVA for significant difference between the numbers of promotions received with respect to discernment of Organizational Climate

<i>Organizational Climate</i>	<i>Number of promotion received</i>				<i>F value</i>	<i>P value</i>
	<i>No promotion</i>	<i>One</i>	<i>Two</i>	<i>Above Two</i>		
Human Relations	24.45 (4.10)	24.61 (3.57)	24.47 (3.61)	25.22 (4.37)	1.937	0.123
Internal Process	16.67 ^a (3.64)	17.36 ^{ab} (3.26)	16.73 ^a (3.23)	17.82 ^c (3.63)	4.524	0.002**
Open Systems	17.71 ^a (2.94)	19.11 ^a (2.71)	17.95 ^a (2.74)	19.22 ^b (3.20)	9.461	< 0.001**
Rational Goal	30.03 ^a (4.18)	30.44 ^a (3.63)	30.38 ^a (3.64)	31.51 ^c (4.19)	5.143	0.002**
Overall Organizational Climate	88.86 ^a (12.60)	91.52 ^a (10.32)	89.53 ^a (10.68)	93.77 ^b (13.42)	6.230	< 0.001**

Note: 1. ** Denotes significant at 1% level
 2. Different alphabet between numbers of promotions received denotes significant at 5% level using Duncan Multiple Range Test (DMRT).

H1: There is a significant difference between the numbers of promotions received with respect to discernment of Organizational Climate.

From the table 10, it is exposed that since the p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to Internal Process, Open Systems and Rational Goal. Hence it is concluded that there is significant difference between number of promotions received by the employees with respect to Internal Process, Open Systems and Rational Goal. Based on the Duncan Multiple Range Test, the employees those who have not received any promotions, one promotion and two promotions have are similar discernment towards Organizational Climate, but employees those who have received above two promotions significantly differ with the other and have positive discernment towards Organizational Climate with regards to internal process, Open Systems and Rational Goal.

From the above table, since p value is greater than 0.05, the null hypothesis is accepted at 5% level of significance with respect to Human Relations. Hence it is concluded that there is no significant difference between numbers of promotions received by the employees with regards to Human Relations. It is observed from the table that the employees those who have received above two promotions have higher level discernment towards Organizational Climate with a mean value of 92.87.

4.4. Friedman Test

HYPOTHESIS - 11

H0: There is no significant difference between mean ranks towards factors influencing Organizational Climate.

H1: There is a significant difference between mean ranks towards factors influencing Organizational Climate.

Table 11
Friedman test for significant difference between mean ranks towards factors influencing Organizational Climate

<i>Factors influencing Organizational Climate</i>	<i>Mean Rank</i>	<i>Chi-square value</i>	<i>P value</i>
Human Relations	2.42		
Internal Process	2.24		
Open Systems	2.64	293.328	<0.001 **
Rational Goal	2.98		

Note: ** Denotes significant at 1% level.

The Table 11 shows that p value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence it is resolved that there is significant difference between mean ranks towards factors influencing Organizational Climate. With regards to Organizational Climate the most important factor that contributed is “Rational Goal”, which reflects a rational economic model of organizational functioning in which the emphasis is upon productivity and goal achievement. Based on the mean rank, “Rational Goal” (2.98), is most important factor influencing Organizational Climate in the IT Company. Whereas “Open Systems” with the second highest mean rank of 2.64, “Human Relations” with a mean rank of 2.42

and “Internal Process” with a mean rank of 2.24 is the other factors which affect Organizational Climate in the IT Company.

Hence it is determined that from the above table that, “Rational Goal “has the highest mean rank of 2.98 in comparing with other factors that affects Organizational Climate. It shows positive effect on the business environment resulting from the improved performance because of the better perceived Organizational Climate by the employees in IT Company.

4.5. Correlation Analysis

Table 12
Correlation between factors of Organizational Climate

<i>Organizational Climate</i>	<i>Human Relations</i>	<i>Internal Process</i>	<i>Open system</i>	<i>Rational Goal</i>
Human Relations	1.000	0.658**	0.524**	0.712**
Internal Process	-	1.000	0.546**	0.642**
Open Systems	-	-	1.000	0.700**
Rational Goal	-	-	-	1.000

Note: ** Correlation is significant at 1% level

From the table 12, it is detected that the correlation coefficient between Human Relations and Internal Process is 0.658, which indicates 66% positive relationships between them and is significant at 1% level. Similarly 52% positive relationship between Human Relations and Open system, 71% positive relationship between Human Relations and Rational Goal , 55% between Internal Process and open system, 64% between Internal Process and Rational Goal and 70% relationship between open system and Rational Goal where all of them have positively correlated with Organizational Climate and are significant at 1% level.

5. RESULTS AND DISCUSSIONS

5.1. Summary of the results from Chi-square Analysis

It is concluded that there is an association between age group and congenial Organizational Climate improves the organizational productivity. Through the study, it is apparent that the employees belong to the age group of 26-30 years (i.e. 81.9%) have opined that congenial Organizational Climate improves the organizational productivity while compared to other age group of employees working in the IT company. Whereas (85.5%) of the male employees agreed that amiable Organizational Climate helps the organization to retain employee retention rate than the female employees. Moreover it is found that there is a significant association between them. The findings also reveals that there is an association between educational qualification and cordial Organizational Climate that support business goals of the organization where majority (90.6%) of the UG qualified employees highly perceived the same. Thus, from the above outcomes of the analysis, it is concluded that the most of the employees working in IT companies opined that Organizational Climate plays a vital role in achieving success by the organization.

5.2. Summary of the results from Independent Samples 't' Test

From the study it is concluded that there is significant difference between gender with respect to internal process and rational goal. Mean value of internal process and rational goal of male employees have higher impact than the female employees', which is significant at 5% level of significance, whereas there is no significant difference with respect to human relations and open systems, which is not significant at 5% level of significance. Hence based on mean value, it is concluded that male employees perceived better Organizational Climate in terms of internal process and rational goal, while compared to female employees, whereas both gender employees working in IT companies perceived same kind of Organizational Climate with respect to human relations and open systems.

It is identified that there is a significant difference between the employees working in technical and nontechnical department with regard to internal process, open systems, rational goal and overall Organizational Climate at 1% level of significance. Based on mean score, technical employees perceives organization climate in better way with regards to internal process, open systems and rational goal than the employees working in nontechnical departments. It is also concluded that there is significant difference between the employees working in technical and nontechnical department with respect to human relations, which is significant at 5% level. Mean value of human relations of technical department employees are greater than nontechnical employees. It is proven from the analysis that the technical employees are more satisfied with overall Organizational Climate than those who are working in nontechnical departments in the IT Companies.

This may be due to the employees working in technical department may receive higher level of salary package and perks, immediate recognition for their innovative ideas, and accomplishment of challenging tasks, whereas the nontechnical employees working in IT companies, may receive same or slightly higher salary structure than those who are working in non-IT firms in the same job position.

5.3. Summary of the results from One-Way ANOVA

From the ANOVA analysis, it is resolved that there is significant difference between age group of the respondents with respect to Organizational Climate. Based on Duncan Multiple Range Test (DMRT) the employees' belong to the age group of above 35 years significantly differs with other age groups and employees belong to the age groups up to 25, 26-30 and 31-35 significantly diverge with each other at 5% level of significance with regards to human relations, internal process and open systems. It is also discovered that the employees in the age group of 26-30 years have greater level of work related attitude(Akbar Jan and Subramani, 2016).

From the study it is also proved that the middle level designated employees are more satisfied with Organizational Climate with the highest mean value 92.26 than the other level designated employees. It is also proved that there is significant difference between designations with respect to discernment of Organizational Climate.

This study also reveals that there is a significant deviation between educational qualifications with respect to Organizational Climate. Undergraduate qualified employees perceives Organizational Climate in positive manner, while compared to Diploma and Postgraduate qualified employees. It is found that there is significant difference between experiences of the employees with respect to human relations, internal process and rational goal.

The employees between 4 to 6 years of experience in the present organization perceives Organizational Climate in positive manner. Whereas the null hypothesis is accepted with regards to open systems at 5 percent level of significance. Hence it is proven that there is no significant difference between the experiences of the employees with regards to open systems.

The employees those who are having experience of above 6 years significantly differs with 4-6 years and below 3 years of experience with respect to discernment of Organizational Climate at 1% level of significance. Hence it is proven that the employees those who have more number of years of experience in present organization perceive the Organizational Climate in positive manner in IT companies.

The employees who earn annual income between 3-6 lakhs having a better discernment about the Organizational Climate prevailing in the IT companies than the other income groups.

5.4. Results of the Friedman Test

Friedman test for significant difference between mean ranks towards factors influencing Organizational Climate shown that, "Rational Goal" has the highest mean rank of 2.98 in comparing with other factors that affects Organizational Climate. While comparing the other factors of Organizational Climate which shows positive effect on the business environment, resulting from the enriched performance of the employees in IT Company.

5.5. Results of Correlation between Factors of Organizational Climate

From the correlation analysis, it is found that there is correlation between factors of Organizational Climate where the maximum correlation coefficient of (71%) was found between Human Relations and Rational Goal, whereas the correlation coefficient between Human Relations and Internal Process is (66%) and correlation coefficient between Open Systems and Rational Goal with (70%) are the factors which had higher association within the factors of Organizational Climate.

6. CONCLUSION

In hyper competitive world, Organization are like finger prints which are always unique. Each has its own culture, traditions and methods of action which in their totality constitute its climate. Some Organizations are vivacious and well-organized while others are easy going. Some are quite human and others are hard and cold. Organization tends to attract and retain people who fit its climate so that its patterns are to some extent preserved (Nirmal raj *et al*, 2016). Just as people may choose to move to a certain geographic climate of the sea, the mountain or desert organizations can also choose the climate they prefer. The climate available in any organizations should improve its productivity and extend physiological and psychological support to the workforce. The Indian software industry has the potential of becoming the largest and the most valued industry in the world. From network and application management they are gradually moving up on the value chain towards IT strategy and consultancy, reaping more and more contracts and clients all across the world. Organizational Climate is enhanced when employees feel a connection or bond with their colleagues (Subramani and Paneerselvam, 2012). Even if each employee has a different job within the organization, there needs to be a unifying, core purpose in what they do that is tied back to the organization as a whole. This study examines the impact of demographic variables on employees' discernment towards

Organizational Climate in IT sector. The results of the study also revealed that the demographic variables are having impact on perception of Organizational Climate.

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