

INVESTIGATING ORGANISATIONAL CLIMATE FOR MIGRATED CONTRACT LABOURS IN CHOSEN CEMENT AND TEXTILE UNITS IN TAMILNADU, INDIA

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Abstract: Today, Organizations are setting goals to employees and force them to achieve through providing happy environment inside the organisation (Oshagbemi, 2000). Nearly twenty one cement units are producing cements in Tamil Nadu. In Most of these cement units are employed contract labours in which most of them are migrated from different states of India. Ministry of Labour, Government of India says these migrated contract labours are endured an subjugated division of the working class and their welfares continued ignored largely due to their lack of organisation, unawareness, etc. Textile Industry in Tamil Nadu shows, study growth and in the recent years it is gaining enormous momentum. Tirupur is one among the city in Tamil Nadu which contributes for the growth and momentum of this Industry in India. Industry professionals said there are contract labour from Assam, Bihar, Odisha, Uttar Pradesh etc. constitutes nearly 40,000 and above working in this city. But the working climate for these migrant contract labours is not decent. So this paper traverse through the organisational climate of migrant contract labours in two different industries namely, Cement and Textile. A sample of 852 migrant contract labours across cement (445) and Textile (407) industries completed the questionnaire. Job satisfaction and Job involvement shows insignificant influence on commitment. Job satisfaction and Job involvement are the strongest factors to influence organisational effectiveness in Cement Industry. But, in textile industry; Organisational climate and Job satisfaction are the strongest factors to influence organisational effectiveness in Textile Industry. Mental health has insignificant influence on job satisfaction in both type of industries.

Key words: Organisational climate, Job Satisfaction, Job involvement, Mental Health Commitment, Organisational effectiveness

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INTRODUCTION

Textile dominated city named as dollar city, Tirupur is providing employment directly and indirectly to numerous people. It gives opportunity to both literates and illiterates. Most of the companies operating at Tirupur employed contract labours. These contract labours are mostly migrant labours from all parts of India. Also, cheap labour from Bihar, Orissa, Rajasthan and Jharkhand are transported by the labour contractors. These labour contractor vigil and maintain these migrant labours and the management normally doesn't deal with the contract labours directly, instead, there were dealt through the contractors. It is a boom city in Tamil Nadu and spinning, knitting and tailoring alike there are different portfolios under the umbrella industry but amongst all these success there are some suicide records. Here is a truly globalized workplace which spread apparel to all big giants in the world like Warlmart, Reebok etc. The reports of workers committing suicides in Tirupur were horrifying. A Tirupur Report prepared by a group of Delhi students, and presented at a discussion meeting held in Gandhi Peace Foundation, New Delhi on 22 May, 2011 states that More than 800 workers have committed suicide in the last two years and the new district of Tirupur witnesses 20 suicide attempts everyday! The workers of committing suicide reason behind, was the conditions under which the people are working and living.

Cement industry in India plays a vital role in the economy development. It provides employment to more than a million people directly as well indirectly. The cement market in India is expected to grow at a compound annual growth rate (CAGR) of 8.96 percent during the period 2014-2019. In total there are 188 big cement plants collectively account for ninety seven percentage of total installed capacity in the country, Among these, seventy seven plants are located in Andra Pradesh, Rajastan and Tamil Nadu. The Indian cement industry dominated by only few companies and these companies are account for 70 percentage of total cement production in the country.

Organisational climate is highly depends on the mind-set of the employees towards the organisational policies and procedures. The impact of organizational climate has been seen as critical for service industries (Manning et al., 2005). A clear understanding of the organizational climate is important because it provides the top management with an understanding of how to improve the functionality of an organization (McKim, et al., 2011).

Employees expect that a good congenial environment may increase the work attitude (Denison, 1996; Moran and Volkwein, 1992; Verbeke, Volgering, and Hessels, 1998) and may increase the employee satisfaction, retention in the organisation; hence the organisational effectiveness has been reached.

Organizational climate has a major issue on the employee's mindset. A good environment leads to good feeling for an employee. A good climate, proper leadership style, allowing the employee in decision making, motivation by rewarding, providing challenging targets to reach and giving opportunity for promotion (Nicholson and Miljus, 1992).

Problem Statement

In India Cement and Textile industry are frontline contributors in nation's economy development and in most of the cement and textile companies deployed contract labours in good numbers. In Tamil Nadu scenario companies deployed migrant workers from different states of India. But the organizational climate of the migrant workers are not conducive to fulfill their expected living standard. So this study wish to traverse through the working climate of the migrant contract workers in selected cement units in Tamil Nadu and selected textile units in Tirupur, Tamil Nadu. The study is conducted in Tamil Nadu, India but the results can be generalized to similar Industries sector in India.

REVIEW OF LITERATURE

Organisational Climate

Organisational climate helps to understand the nature of human behaviour (Allen, 2003; Al-Shammari, 1992; Ashforth, 1985; Cotton, 2004; Glission & James, 2002; Tustin, 1993). For the present study, competing values model (Quinn & Rohrbaugh, 1981, 1983; Quinn & McGrath, 1985), was used to measure the climate with organisational effectiveness.

Competing Values model and the climate scales are shown below.

- Robinson & Rousseau, 1994; Guest, 1998 stated that organisation has to take care about the welfare of the employees

In the Internal Process Model

The Internal Process Model represents the classic system of government. Scales used in this model are:

- Formalization (Hall, 1991);
- Tradition value (Coch & French, 1948).

Open Systems Model shows the readiness, creativity and adaptation, change and innovation, values with growth, resource acquisition. Climate dimensions shows

- Flexibility (Garrahan & Stewart, 1992; King & Anderson, 1995);
- Innovation (West & Farr, 1990);
- Outward focus (Kiesler & Sproull, 1982; West & Farr, 1990);
- Reflexivity (West, 1996, 2000).

Rational Goal Model focuses on structured goals which are connected with efficiency, productivity and performance. This method

The scales of this models are

- Clarity of organizational goals (Locke, 1991)
- Effort (McCaol, Hinsz, & McCaol, 1987)
- Efficiency (Ostroff & Schmitt, 1993)
- Quality(Hackman &Wageman, 1995)
- Pressure to produce (Taira, 1996)
- Performance feedback (Kopelmann, 1986).

Job Satisfaction Scale

Job satisfaction is defined as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values (Wagner and Hollenbeck, 1998). Waldersee and Luthans (1994) used a five dimension job satisfaction scale.

- The work itself
- Pay
- Promotion opportunities
- Co-workers
- Supervision

The same scale (Waldersee and Luthans, 1994) is used for this study.

Job Involvement

Job involvement is defined as the degree to which a person psychologically identifies with. Active participation of an employee in based on the employee's self-respect and freedom in the organisation. The employees with high level of job involvement shows high commitment towards the job compared with the low involvement employees (Blau, 1986). Mcelroy, Morrow, Crum, & Dooley, 1995; Mcelroy, Morrow, & Wardlow, 1999 revealed in their studies that job involvement is positively associated with job satisfaction and organizational climate.

Mental Health

Kelloway and Day (2005) studied the factors such as employee involvement, respect, and fairness and interpersonal relationships at work influences mental health. Wilson et al. (2004) showed that job design, job future and psychological work adjustment may affect the mental health.

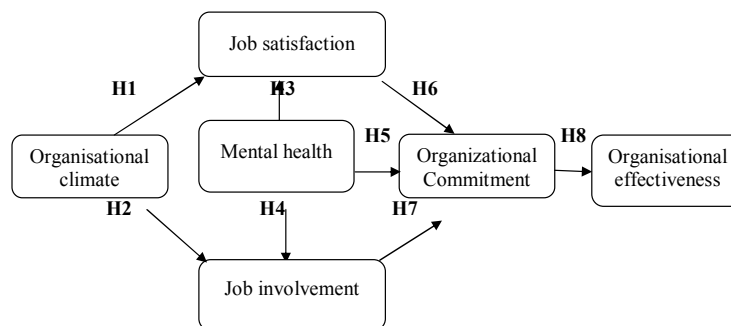
Commitment

Organizational commitment is defined in terms of the relative intensity of an employee's Involvement in, and identification with, a specific organization. Mathieu and Zajac (1990) state that this definition reflects multiple dimensions since it includes the concept of identification and incorporates the desire to remain with the organization and work toward organizational goals. Blau and Boal (1987) suggest that organizational commitment and job Involvement serve as complements relative to prediction of the voluntary turnover process. They also report a significant Interactive relationship between the two variables (Blau & Boal, 1989). Organizational commitment denotes an active relationship exchange between the employee and the organization and involves attitudes and behaviors as manifestations of the actual concept of organizational commitment. Observed behaviors of the committed employee will be congruent with the definition constituents (Mowday, Porter & Steers, 1982).

Organisational Effectiveness

According to Peffer (1994), organizational effectiveness is highly depends on the involvement of the employees towards their job and commitment (Meyer, Paunonen, Gellaty, Goffin, & Jackson, 1989; Mathieu, & Zajac, 1990). Quinn and Rohrbaugh (1983) stated that organizational effectiveness is achieved through reaching the goals of the organisation.

Proposed Model



RESEARCH METHODS

The research design for the study is descriptive. A pilot test was conducted for 100(50 migrant contract labours from Cement Industry and 50 migrant contract labours from Textile Industry) migrant contract labours using the questionnaire. The questionnaires were framed in their Vernacular language 'Bengali, Marathi and Telugu' using Translators. After the pilot test some addition, deletion were made in the questionnaires. The simple random sampling technique was used to select the respondents. The final draft of the questionnaire was distributed to 1000(500 migrant contract labours from Cement Industry and 500 migrant contract labours from Textile Industry) migrant contract labours and explained the purpose and objective of the research. The questions were prepared based on the likert five point scale. A total of 919 questionnaires were return back and 67 questionnaires were omitted for incompleteness. Finally 852 questionnaires (407 respondents from cement Industry and 445 respondents from textile Industry) were considered for further analysis which between April 2014 to April 2015.

Data Collection And Analysis Techniques

Statistical Package for Social Sciences (SPSS) version 20 was used for the analysis of the data. The Multiple Regression Model was analysed for the variables on a rotational basis, each of the variables was used as the independent variable while the others served as the dependent variables. This method was repeated continuously until all the variables were measured.

Research Hypothesis

- H1: Organisational climate has a significant influence on Job satisfaction.
- H2: Organisational climate has a significant influence on Job involvement.
- H3: Mental health has a significant influence on Job satisfaction.
- H4: Mental health has a significant influence on Job involvement.
- H5: Mental health has a significant influence on Organizational Commitment.
- H6: Job satisfaction has a significant influence on Organizational Commitment.
- H7: Job involvement has a significant influence on Organizational Commitment.
- H8: Organizational Commitment has a significant influence on Organisational effectiveness.

RESULTS AND DISCUSSION

Socio-economic Details (Cement Industry)

64 percent of the respondents belong to the age group above 21-35 years. 52 percent of the respondents belong to non-technical. 38 percent of the respondents are below SSLC. 67 percent of the respondents draw income between 7001-15000 rupees. 41 percent of the respondents have an experience of above 5 years. 60 percent of the respondents are from nuclear families.

Socio-economic Details (Textile Industry)

50.6 percent of the respondents belong to the age group above 21-35 years. 27 percent of the respondents belong to below SSLC. 27 percent of the respondents are with Higher secondary qualification and 21 are Illiterate. 43 percent of the respondents draw income between 7001-15000 rupees. 36 percent of the respondents have an experience of above 5 years. 43 percent of the respondents are from nuclear families.

Table 1(cement Industry) and table 1a (textile Industry) presents the means, standard deviations, correlations, and reliability indices for the key variables this study. It may be noted that the key variable were significantly correlated:

Table 1
Correlation, Descriptive statistics and reliability analysis (N=407)

<i>Cement Industry</i>	<i>MEAN</i>	<i>SD</i>	<i>Org Clim</i>	<i>Job sat</i>	<i>Job inv</i>	<i>Ment heal</i>	<i>Commit</i>	<i>Org effect</i>
Org clim	3.28	.996	0.875					
Job sat	3.45	.976	.643*	0.730				
Job inv	3.36	.958	-.742*	.675*	0.810			
Ment heal	3.59	1.078	.737*	.567**	.542**	0.842		
Commit	3.29	.803	.664**	.565**	.570**	.574**	0.749	
Org effect	3.35	.873	.706*	.608*	.652*	.552*	.722*	0.907

*p<0.01; p**<0.05; Values in bold represents Cronbach alpha.

Abbreviations used: Orgclim-Organisational climate; Jobsat- Job satisfaction; JobInv -Job involvement;

Commit-Commitment; Ment heal - Mental health; Orgeffe- organisational effectiveness

From table 1 above, we observe that organisational climate significantly correlated with job satisfaction (r=0.643, p<0.01); job involvement(r=-.742, p<0.01);

mental health($r=.737$, $p<0.01$); organisational commitment ($r=.664$, $p<0.05$) and organisational effectiveness($r=.706$, $p<0.01$). Job satisfaction has a positive and significant influence on job involvement ($r=0.675$, $p<0.01$); mental health($r=.567$, $p<0.01$); commitment ($r=.565$, $p<0.05$) and organisational effectiveness($r=.608$, $p<0.01$). The relationship between job involvement, mental health ($r=.542$, $p<0.01$); commitment($r=.570$, $p<0.05$) and organisational effectiveness considered in this study were also positive and significant. Mental health significantly correlated with organisational commitment ($r=.574$, $p<0.05$) and organisational effectiveness($r=.552$, $p<0.01$). Finally, the result of data analysis revealed a positive and significant relationship between organisational commitment and organisational effectiveness ($r=0.722$, $p<0.01$).

Table 1a
Correlation, Descriptive statistics and reliability analysis (N=445)

<i>Textile Industry</i>	<i>MEAN</i>	<i>SD</i>	<i>Org clim</i>	<i>Job sat</i>	<i>Job inv</i>	<i>Heal & Safe</i>	<i>Commit</i>	<i>Org effect</i>
Org clim	3.41	.930	0.905					
Job sat	3.40	.938	.797*	0.817				
Job inv	3.45	.884	.720*	.770*	0.874			
Heal & Safe	3.53	.970	.627*	.603*	.636*	0.784		
Commit	3.22	1.152	.642*	.687*	.696*	.505**	0.835	
Org effect	3.26	.873	.924*	.648*	.548**	.467**	.447**	0.846

* $p<0.01$; ** $p<0.05$; Values in bold represents Cronbach alpha.

Abbreviations used: Orgclim-Organisational climate; Jobsat- Job satisfaction; JobInv -Job involvement;

Commit-Commitment; Ment heal - Mental health; Orgeffe- organisational effectiveness

From table 1a above, we observe that organisational climate significantly correlated with job satisfaction ($r=0.797$, $p<0.01$). The relationship between the organisational climate variable and satisfaction variable had a large effect size because $r > 0.5$. Similarly, Job involvement ($r=.720$, $p<0.01$); mental health ($r=.627$, $p<0.01$); organisational commitment ($r=.642$, $p<0.01$) and organisational effectiveness ($r=.924$, $p<0.01$) are positively correlated with organisational climate. Data analysis also revealed that job satisfaction has a positive and significant influence on job involvement ($r=0.770$, $p<0.01$); mental health ($r=.603$, $p<0.01$); commitment ($r=.687$, $p<0.01$) and organisational effectiveness ($r=.648$, $p<0.01$). The relationship between job involvement and mental health ($r=.636$, $p<0.01$); commitment ($r=.696$, $p<0.05$)

and organisational effectiveness ($r=.548$, $p<0.05$) considered in this study were also positive and significant. Mental health significantly correlated with organisational commitment ($r=.505$, $p<0.05$) and organisational effectiveness ($r=.467$, $p<0.01$). Finally, the result of data analysis revealed a positive and significant relationship between organisational commitment and organisational effectiveness ($r=0.447$, $p<0.01$).

Table 2
Regression analysis showing the relationship between organisational climate, job involvement, job satisfaction, mental health, organizational commitment and organisational effectiveness (Cement Industry)

<i>Cement Industry Variables</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>	<i>F</i>	<i>Sig.</i>
Dependent variable Org.Climate	.597	.357	.349	.800	1.414	44.274	.000
Independent variables Constant, Job Satisf, Job invol, Org Commit, Ment heal, Org. effect							
Dependent variable Job satisfaction	.870	.756	.518	.552	1.717	62.365	.000
Independent variables Constant, Org climate, Job invol, Org Commit, Ment heal, Org. effect							
Dependent variable Job involvement	.739	.547	.541	.552	1.721	96.286	.000
Independent variables Constant, Org climate Job Satis, Org.Commit Ment heal, Org. effect							
Dependent variable Org.Commit	.818	.669	.665	.506	1.952	161.317	.000
Independent variables Constant, Org climate Job Satisf, Job invol Ment heal, Org. effect							
Dependent variable Mental health	.453	.205	.053	1.043	.830	5.480	.000
Independent variables Constant, Org climate Job Satisf, Job invol Org. Commit, Org. effect							

Dependent variable	.696	.485	.478	.732	1.991	75.015	.000
Org. effect							
Independent variables							
Constant, Org climate							
Job Satisf, Job invol Org.							
Commit, Ment heal							

Abbreviations used: Orgclim-Organisational climate; Jobsat- Job satisfaction; JobInv -Job involvement;

Commit-Commitment; Ment heal - Mental health; Orgeffe - organisational effectiveness

The research result in table 2 above indicates that the adjusted coefficient of determination (R^2) for Organisational climate is 0.357. This implies that the independent variables (job satisfaction, job involvement, mental health, Organizational Commitment and organisational effectiveness) accounts for about 35.7 percent of the variation in the dependent variable (organisational climate). F-calculated value is 44.274 and the corresponding significance value is 0.000 which is less than 0.01. This implies that the model is significant. Similarly job satisfaction ($R^2 = 75.6$ percent, $F=62.365$, $p<0.01$); job involvement ($R^2 = 54.7$ percent, $F=96.286$, $p<0.01$), Organizational Commitment ($R^2 = 66.9$ percent, $F=161.317$, $p<0.01$), Mental health ($R^2 = 20.5$ percent, $F=5.49086$, $p<0.01$) and organisational effectiveness ($R^2 = 48.5$ percent, $F=75.015$, $p<0.01$) shows that all the models are significant.

Table 2a
Regression Analysis showing the Relationship between organisational climate, job Satisfaction, job Involvement, organizational commitment, mental health, and organisational effectiveness (Textile Industry)

<i>Textile Industry Variables</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>	<i>F</i>	<i>Sig.</i>
Dependent variable Org. Climate	.696	.485	.478	.732	1.991	75.015	.000
Independent variables Constant, Job Satisf, Job invol, Org Commit, Ment heal, Org. effect							
Dependent variable Job satisfaction	.770	.593	.588	.568	1.788	127.714	.000
Independent variables Constant, Org climate, Job invol, Org Commit, Ment heal, Org. effect							

Dependent variable Job involvement	.716	.513	.507	.689	1.115	92.386	.000
Independent variables Constant, Org climate Job Satis, Org.Commit Ment heal, Org. effect							
Dependent variable Org.Commit	.912	.831	.839	.344	1.592	499.504	.000
Independent variables Constant, Org climate Job Satisf, Job invol Ment heal, Org. effect							
Dependent variable Mental health	.657	.431	.414	.319	1.414	22.226	.000
Independent variables Constant, Org climate Job Satisf, Job invol Org. Commit, Org. effect							
Dependent variable Org. effect	.923	.852	.851	.366	1.639	507.043	.000
Independent variables Constant, Org climate Job Satisf, Job invol Org. Commit, Ment heal							

Abbreviations used: Orgclim-Organisational climate; Jobsat- Job satisfaction; JobInv –Job involvement;

Commit-Commitment; Ment heal - Mental health; Orgeffe- organisational effectiveness

The research result in table 2a above indicates that the adjusted coefficient of determination (R^2) for Organisational climate is 0.485. This implies that the independent variables (job satisfaction, job involvement, mental health, Organizational Commitment and organisational effectiveness) accounts for about 48.5 percent of the variation in the dependent variable (organisational climate). F-calculated value is 75.015 and the corresponding significance value is 0.000 which is less than 0.01. This involves that the model is significant. Similarly job satisfaction ($R^2 = 59.3$ percent, $F=127.714$, $p<0.01$); job involvement ($R^2 = 51.3$ percent, $F=92.386$, $p<0.01$), Organizational Commitment ($R^2 = 83.1$ percent, $F=499.514$, $p<0.01$), Mental health ($R^2 = 43.1$ percent, $F=22.226$, $p<0.01$) and organisational effectiveness ($R^2 = 85.2$ percent, $F=507.043$, $p<0.01$) shows that all the models are significant.

Table 3
Models Fit Indices

<i>Fit Indices</i>	<i>Results</i>		<i>Suggested values</i>
	Cement Industry N=407	Textile Industry N=445	
Chi-square	13.332 (3) P=0.064	14.683(4) P=0.12	P-value >0.05
Chi-square/degree of freedom (x ² /d.f.)	4.444	3.615	≤ 5.00 Hair et al.
Comparative Fit index (CFI)	0.994	0.981	>0.90 Hu and Bentler
Goodness of Fit Index (GFI)	0.990	0.988	>0.90 Hair et al.
Adjusted Goodness of Fit Index (AGFI)	0.932	0.953	> 0.90 Hooper Daire et al
Normated Fit Index (NFI)	0.992	0.980	≥ 0.90 Hu and Bentler,
Incremental Fit Index (IFI)	0.994	0.982	Approaches 1
Tucker Lewis Index (TLI)	0.969	0.922	≥ 0.90 Hair et al.,
Root mean square error of approximation (RMSEA)	0.0461	0.0184	< 0.08 Hair et al.,
Parsimony goodness-of-fit index (PGFI)	0.199	0.065	Within 0.5 Mulaik et al

Table 3 shows the estimates of the model fit indices from AMOS structural modeling. According to Bagozzi and Yi (1988), the GFI of this study was 0.990 (Cement industry) and 0.981(Textile industry) which are more than the recommended value of 0.90; the other measures fitted satisfactorily for both the industries, indicates a good absolute fit of the models. Goodness of fit indices supports the models and these emphasized indices indicate the acceptability of the structural models.

Table 4
Fit Indexes for Hypothesized Model - Cement industry (N = 407)

	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Hypothesis</i>
Job satisfaction <--Org.Climate	.093	.048	1.957	.050*	H1: Accepted
Job involvement<--Organisational Climate	.389	.036	10.952	.001**	H2: Accepted
Job satisfaction <--Mental health	.053	.044	1.198	.231	H3: Rejected
Job involvement<--Mental health	.090	.033	2.743	.006**	H4: Accepted
Commitment<--Mental health	-.053	.026	-2.011	.044*	H5: Accepted
Commitment<--Job satisfaction	-.019	.029	-.635	.525	H6: Rejected
Commitment<--Job involvement	.647	.040	16.384	.001**	H7: Accepted
Organisational effectiveness<--Commitment	.809	.050	16.213	.001**	H8: Accepted

Note: Significance at ** $p < 0.01$; * $p < 0.05$ level.

Table 4 shows the fit indexes for the hypothesized model for cement industry. It reveals that organisational climate have a significant influence on job satisfaction and job involvement in which act as mediators for organisational effectiveness. Therefore, H1 and H2 are accepted at 0.5 level of significance $p < 0.05$. Though migrant contract labours are working in a team, their individual character and satisfaction vary with one another. An individual's behaviour is affected by the organisational climate. Mental health has insignificant influence on job satisfaction. Therefore, this hypothesis H3 is rejected at $p > 0.01$. But, mental health has significant influence on job involvement and commitment respectively. Therefore, H4 and H5 are accepted at 0.5 level of significance $p < 0.01$ and 0.05 respectively. Mental health is the major factor for an individual to work effectively in an organisation for long time. If he is not mentally fit, he can't concentrate and deliver his full effort to the work. Study shows that migrant contract labours, who have poor mental health, are dissatisfied with their current job and expect a change in their work place through job rotation.

Job satisfaction has insignificant influence on commitment. Therefore, this hypothesis H6 is rejected at $p > 0.01$. Job involvement has significant influence on commitment. Therefore, this hypothesis H7 is accepted at 0.5 level of significance $p < 0.01$. On the other hand dissatisfied migrant contract labours prefer some other job (Nicholson et al., 1977). So job involvement plays a major role in organisational effectiveness. Finally commitment has insignificant influence on organisational

effectiveness. Therefore, this hypothesis H8 is accepted at 0.5 level of significance $p < 0.01$.

Table 4a
Fit Indexes for Hypothesized Model - textile industry (N = 445)

	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Label</i>
Job satisfaction <--Org.Climate	.671	.030	22.414	.001**	H1: Accepted
Job involvement<-- Organisational Climate	.636	.037	17.397	.001**	H2: Accepted
Job satisfaction <--Mental health	.027	.025	1.091	.275	H3: Rejected
Job involvement<--Mental health	.093	.070	1.132	.252	H4: Rejected
Commitment<--Mental health	-.013	.030	-.447	.655	H5: Rejected
Commitment<--Job satisfaction	.121	.060	2.004	.045*	H6: Accepted
Commitment<--Job involvement	-.102	.049	-2.086	.037*	H7: Accepted
Organisational effectiveness<-- Commitment	.986	.020	49.020	.001**	H8: Accepted

Note: Significance at ** $p < 0.01$; * $p < 0.05$ level.

Table 4a shows the fit indexes for the hypothesized model for textile industry. The result shows that organisational climate have a significant influence on job satisfaction and job involvement. Therefore, H1 and H2 are accepted at 0.5 level of significance $p < 0.001$. Mental health has insignificant influence on job satisfaction. Therefore, this hypothesis H3 is rejected at $p > 0.01$. Similarly, mental health has insignificant relationship with job involvement and commitment respectively. Therefore, H4 and H5 are rejected at 0.5 level of significance $p > 0.01$ respectively.

Job satisfaction has significant influence on commitment. Therefore, this hypothesis H6 is accepted at $p < 0.05$ level of significance. Job involvement has significant influence on commitment. Therefore, this hypothesis H7 is accepted at 0.5 level of significance $p < 0.05$. Finally commitment has insignificant influence on organisational effectiveness. Therefore, this hypothesis H8 is accepted at 0.5 level of significance $p < 0.01$.

Table 5
Coefficients for the independent Variables of the model

<i>Cement Industry</i>	<i>Beta</i>	<i>t- value</i>	<i>p-value</i>
Organisational climate	.165	3.739	.001*
Job satisfaction	.559	10.009	.001*
Job involvement	.650	13.334	.001*
Mental health	-.084	-2.269	.024**
Commitment	.099	2.748	.006**
<i>Textile Industry</i>			
Organisational climate	.399	7.495	.001*
job satisfaction	.354	7.174	.001*
job involvement	.096	2.877	.004**
Mental health	-.400	-4.756	.001*
Commitment	.312	4.264	.001*

Note: Significant at the * $p < 0.01$; ** $p < 0.05$ level

Table 5 shows the Coefficients for the independent Variables of the models for cement and textile industries.

Cement Industry

In the above table, the largest beta coefficient is 0.650 ($t=13.334$), which is for Job involvement. This means that this variable makes the strongest distinctive contribution to explaining organisational effectiveness, when the variance explained by all the other variables in the model is controlled for. Job satisfaction is the second largest contributor in explaining organisational effectiveness with a beta coefficient of 0.559 ($t=10.009$), followed by job involvement with a value of 0.165 and Commitment with a beta coefficient of 0.099 contributing the third and fourth largest variance in organisational effectiveness respectively. The fifth largest contributor is Mental health with a beta coefficient of -0.084 ($t= -2.269$).

Textile Industry

In the above table, the largest beta coefficient is 0.399 ($t=7.495$, $p < 0.01$), which is for Organisational climate. This variable makes the strongest contribution to explain organisational effectiveness in the model for textile industry. Job satisfaction is the second largest contributor in explaining organisational effectiveness with a beta

coefficient of .354 ($t=7.174$), followed by commitment with a value of 0.312 and job involvement with a beta coefficient of 0.096 contributing the third and fourth largest variance in organisational effectiveness respectively. The fifth largest contributor is Mental health with a beta coefficient of $-.400$ ($t=-4.756$).

CONCLUSION

This survey, which is conducted in Tamilnadu on the relationships among Organisational climate, job satisfaction, job involvement, mental health and Commitment. Hypotheses are tested with data collected from a sample of migrant contract labours using structural equation modeling (SEM).

This study concludes that the overall perception about organizational climate at cement industry has to be most favorable to all the factors which are influencing positively except mental health. Mental health is having negative and poor correlation with organisational effectiveness. Where at the organizational climate at textile industry is also perceived to be moderately favourable to all the factors except mental health. Mental health in textile industries is alarming in high level and it decreases the organisational effectiveness considerably. Thus, it is recommended that further researches can be conducted in other service industry contexts for the generalizability of findings.

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