

Organisational Climate at Tuticorin Thermal Power Station - Seven Dimensions Relationship

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Abstract. Organisational Climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. In this research the Organisational climate was researched using seven dimensions relationship. A positive work environment is not only important for the physical, mental and emotional health, but is also important for the results that an employee produces for the company. People in every work place realize the importance of teamwork and working as a team. In management, the ultimate measure of management's performance is the metric of management effectiveness. Employee Involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the Organisation. Reward and Recognition plays a part in at least in Employee Satisfaction and Performance Management. The Occupational competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. Organisational commitment in the fields of Organisational Behavior and Industrial/Organisational Psychology is the employee's psychological attachment to the organisation. This study is a descriptive research. The result of the research gives the level of Organisational Climate prevailing in the Organisation and suggests ways to improve it further beneficially. This study results provide knowledge of influence, degree of each factor that impact to building them.

Keywords: Organisational Climate, Work Environment, Teamwork, Management Effectiveness, Employee Involvement, Reward & Recognition, Competency, Organisational Commitment.

1. Introduction

Organisational climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages, while negative climates inhibits discretionary effort. 'Organisational climate' refers to the quality of working environment. If people feel that they are valued and respected within the Organisation, they are more likely to contribute positively to the achievements of the business outcomes. Creating a healthy Organisational climate requires attention to the factors which influence employee's perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized. In fact "Climate may be thought of as the perceptions of the characteristics of an Organisation". The content of Organisational climate has varied widely and they include almost all the important aspect of Organisations such as structure, communication, leadership, Conflicts, reward system, inter personal relationships Organisational effectiveness, reasonability and so forth. It has been pointed out that the contents of the climate constructed by various researches overlap with many other major concepts in Organisational behaviour, **Glick (1985)**^[3]. Such overlaps seems to have promoted researchers to raise the question how the concept of climate is different from other Organisational variables, especially, structure and job satisfaction. In this research the Organisational climate was researched using seven dimensions relationship and results provide knowledge of influence, degree of each factor that impact to building them.

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2. Overview of Tuticorin Thermal Power Station

The Tuticorin Thermal Power Station (TTPS) is located in Tuticorin, India. It has the capacity of about 1050 MW (5x210MW). The Station meet almost one third of the total demand of Tamil Nadu Power Grid. The Units in T.T.P.S was commissioned from 1979 to 1992. The construction work for Capacity addition of 1800MW is in progress and expected to be ready by 2014. In T.T.P.S electricity is generated from heat energy obtained by the combustion of coal. The steam turbine converts the heat energy of the steam into mechanical energy and rotates Turbine at 3000rpm. Since the generator is directly coupled with the turbine, electricity is generated by the 2 pole, 50Hz generator. The electrical power of each unit, 210MW/15.75KV, is transmitted to the Tamilnadu Power grid after stepping up the voltage to 230 KV.

2.1. Vision

To become a leading performer in Thermal Power generation, consistently exceed power grid expectations by maintaining uninterrupted power generation and contributing to nation with high quality power supply.

2.2. Mission

The Mission is to increase the overall productivity, to improve performance in Plant efficiency, to achieve 100% Plant Load Factor status, to concentrate on people's development, to consistently upgrade and improve the operating systems to enhance both internal and external satisfaction.

2.3. HRD Policy

To establish sound education system for imparting to all employees at all levels there by enhancing knowledge and skill to perform their job better and to accomplish Organisation goals which ultimately end in users delight.

2.4. Quality Policy

To achieve user satisfaction through full generation and supply of quality power that meet power grid specification. TTPS believes that quality has to be built in at all stages of the activity by adherence to quality assurance system involving every employee.

3. Dimensions of Organisational Climate

Organisational climate have used data relating to individual perception of Organisational properties in identifying Organisational climate. **Denison (1996)** ^[1] argues that developing a universal set of dimensions was often the central issue of the climate researchers so that comparative studies could be made possible in different Organisational settings.

Jones and James (1979) ^[5] argued that one of the assumptions of the climate literature is that a relatively limited number of dimensions could characterise a wide cross-section of social settings. Jones and James labelled their factors as follows:

‘Conflict and ambiguity’, which ‘reflected perceived conflict in Organisational goals and objectives, combined with ambiguity of Organisational structure and roles, a lack of interdepartmental cooperation, and poor communication from management. Also included were poor planning, inefficient job design, a lack of awareness of employee needs and problems, and a lack of fairness and objectivity in the rewards process.’

‘Job challenge, importance and variety, which reflected a job perceived as challenging, which involve a variety of duties, including dealing with other people. The job was seen as providing autonomy and feedback, and demanding high standards of quality and performance.’

‘Leader facilitation and support’, which ‘reflected perceived leader behaviours such as the extent to which the leader was seen as helping to accomplish work goals by means of scheduling activities, planning, etc., as well as the extent to which he was perceived as facilitating interpersonal relationships and providing personal support.’

‘Workgroup cooperation, friendliness and warmth, are generally described as relationships among group members and their pride in the workgroup.’

‘Professional and Organisational sprit’, which reflected perceived external image and desirable growth potential offered by the job. Also included were perceptions of an open atmosphere to express one’s feelings and thoughts, confidence in the leader, and consistently applied Organisational policies, combined with non-conflicting roles expectations and reduced job pressure.’

‘Job standards’ which reflected the degree to which the job was seen as having rigid standards of quality and accuracy, combined with inadequate time, manpower, training and resources to complete the task.

Organisational climate can have a major influence on motivation, productivity and job satisfaction. Climate determines the action and it creates few expectations as to consequences. Employees expect certain rewards, penalties, satisfaction or frustrations based on the Organisational climate and their expectations tend to lead to motivation as said in expectancy theory. There is a contingency relationship between climate and the Organisation. The climate of an Organisation is contingent upon the type of employees. Organisational climate represents the entire social system of a work-group. It is clearly a system concept. There are two important aspects of climate: (1) workplace itself and (2) Personal treatment of Management.

4. Seven Dimensions Relationship Of Organisational Climate

In this research the Organisational climate was researched using seven dimensions relationship, with data collected from Tuticorin Thermal Power Station (TTPS). The survey was conducted extensively with questionnaire prepared on seven dimensions relationship as root. The Seven Dimensions are as listed below.

4.1. Work Environment

A positive work environment is not only important for the physical, mental and emotional health, but is also important for the results that an employee produces for the company.

4.2. Team Work

People in every work place realize the importance of teamwork and working as a team.

4.3. Management Effectiveness

In management, the ultimate measure of management's performance is the metric of management effectiveness.

4.4. Employee Involvement

Employee Involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the Organisation.

4.5. Reward & Recognition

Reward and Recognition plays a part in at least in Employee Satisfaction and Performance Management.

4.6. Competency

The Occupational competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees.

4.7. Organisational Commitment

Organisational commitment in the fields of Organisational Behaviour and Industrial/Organisational Psychology is the employee's psychological attachment to the Organisation.

5. Proposed Research

5.1. Research Design

A research design is the determination and statement of the general research approach or strategy adopted for the particular project. It is the heart of planning. Research design is considered as a blueprint for research, dealing with at least four problems: which questions to study, which data are relevant, what data to collect, and how to analyze the results. This study is descriptive research study. The main purpose of descriptive research is description of the state of affairs as it exists at present and to study the prevailing Organisational climate.

5.2. Data Collection Method

The primary data was collected through a well structured questionnaire with close-ended questions measures at 5-point likert type scale and suggestion questions. Secondary data required for the project was collected from the company records and Internet.

5.3. Sampling

Simple convenience sampling method is used. Sample size consists of 100 respondents.

5.4. Statistical Tools

Simple percentage analysis and tabulation is used to analysis the data. Bar diagram is used to give pictorial representation to the analysis. The tests used for the study are Standard deviation and ANOVA

5.5. Percentage Analysis

Percentage refers to a special kind of ratio. Percentage is used in making comparison about two or more series of data. Percentage as also used to describe relationship. It is also used to compare the relative term's dx of two or more series of data.

5.6. Standard Deviation

Karl Pearson introduced the concept of Standard Deviation is 1893. It is the most important measure of dispersion and is widely used in many statistical formulae.

It is defined as positive squares-root of the arithmetic mean of the squares of the deviations of the given observation from their arithmetic mean. The standard deviation by the Greek Letter σ (sigma)

$$\text{Formula: } \sigma = \sqrt{\sum(X - \bar{x})^2 / N}$$

5.7. ANOVA

The analysis of variance frequently referred to by the contraction ANOVA is a statistical technique specially designed to test whether the means of more than two quantitative populations are equal.

The analysis of variance technique developed by R.A. Fisher in 1920's diversified practical problems. Basically, it consists of classifying and cross classifying statistical results and testing whether the means of a specified classification differ significantly. In this way it is determined whether the given classification is important in affecting the results. In one way classifications the data are classified according to only one criterion. The null hypothesis is

$$H_0 = M_1 = M_2 = M_3 = \dots \dots \dots M_K.$$

$$H_1 = M_1 \neq M_2 \neq M_3 \neq \dots \dots \dots M_K.$$

6. Analysis and Interpretation

6.1. Overall Organisational Climate

The objective is to find the overall Organisational Climate level in the Organisation. Karl Pearson's standard deviation is applied to analysis the level of Organisational Climate in the Organisation.

$$\bar{x} = 15195/100 = 151.95$$

$$\sigma = \sqrt{\sum(X - \bar{x})^2 / N} = \sqrt{21086.75 / 100} = \sqrt{210.867} = 14.52$$

No of Respondents	Organisational Climate			Total
	Low	Moderate	High	
100	7	75	18	100

Fig. 1: Overall Organisational Climate.

6.2. Overall Result: Dimensions Vs Organisational Climate

Dimension	Mean	SD	F-test
Work Environment	19.77	2.56	0.9888
Team Work	24.92	5.75	0.6664
Management Effectiveness	20.93	2.15	0.9387
Employee's Involvement	19.34	2.56	1.0374
Rewards and Recognition	19.52	2.68	0.8946
Occupational Competency	22.34	2.43	1.2918
Organisational Commitment	25.13	3.02	1.0856

Fig. 2: Overall Result: Dimensions Vs Organisational Climate

7. Conclusion

In this paper, the result of the research gives a brief picture of human side of the employees and the level of climate prevailing in the Organisation and suggests ways to improve it further beneficially. This study results provide knowledge of influence, degree of each factor that impact to building them. The factor of Organisational climate which that company should focus on is the open system factor including innovation and flexibility, outward focus, reflexivity; Human relations factor including autonomy, integration, involvement, supervisory support, training, welfare and rational goal factor including clarity of Organisational goals, efficiency, effort, performance feedback, pressure to produce, quality.

8. About Author

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