

## CHAPTER I

### INTRODUCTION

Recent studies of motivation have demonstrated the importance of environmental and situational factors in determining motivation. Organizational climate is a concept refers to as a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour.

Studies done by Litwin and Stringer (1) reveals that there is an relationships between individual's motivation, job performance and job satisfaction.

This study is undertaken on a manufacturing company to determine climate dimensions of the company. This is important for organization to

know how their employees feel towards the culture of the organization. A strong culture can affect employee behaviours and commitment to the organization. Report from Hellringer, Slocum and Woodman (2) reveals that there is a relationship between high participative cultures and organizational performance.

Therefore a highly committed workforce provides management with greater flexibility to change the structure ,practices and objectives of the organization with relative ease and with confidence that employees will back the changes. Also, an highly committed workforce probably has less industrial relation conflict with less concomitant time lost on strike, handling formal grievances. Besides, high morale are intrinsically desirable, something an organization should strive to attain along with work quality and quantity.

### 1.1 SIGNIFICANCE OF STUDY

This study attempts to understand the attitudes of the employees in the XYZ company on the expectation towards their organization. It will be useful for the management of XYZ to determine whether the existing climate is conducive to job performance, job satisfaction and employee motivation. This study also provides an integrated measurement and analysis for enhancing employees' commitment and also provides direction on how to improve employees' commitment to the company.

### 1.2 OBJECTIVES OF THE STUDY

The overall objectives of this research is to investigate the factors that contribute to the climate dimension of XYZ manufacturing company. In line with this, specific objectives are as follows:-

- i) to study the influence of various dimensions of organizational climate within XYZ and how it affects their performance.
- ii) to investigate the effect of the respondents personal characteristics on the climatic dimensions.

### **1.3 METHODOLOGY**

Primary data was used in this study. Data were obtained from a sample of technical personnel working in the XYZ's technical department. Data were collected by means of questionnaire. The questionnaire used in this study was modified from questionnaire designed by Litwin and Stringer (1). The questionnaire used had been tested for validity and reliability. Once collected the data were analyzed and summarized using the Statistical Package for the Social Sciences (SPSS) programme. Basic descriptive statistics and statistical procedures such as cross tabulation, reliability, factor analysis and frequency count were used to analyze the data. All statistical manipulations followed commonly accepted research practices.

### **1.4 SCOPE**

The study was confined to workers attached to the technical department since there were the most dissatisfied workers based on the data analyzed by SRM (4).

## 1.5 ORGANIZATION OF THE STUDY

This study comprises five chapters. Chapter I serves as an introduction to the study. Chapter II provides a review of literature pertaining to organizational climate. Chapter III discusses on the case study and the methodology of the study while Chapter IV discuss on the findings from the study. The final chapter concludes the study with a summary of the main findings and recommendations for action.