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ORGANISATIONAL CLIMATE CHANGE OF PUBLIC SECTOR BANKS

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Abstract

Banking industry has a tremendous place to work for employees and providing more financial services to customers. The organizational climate change has been a rising substance of all business organizations and mostly banking institutions in India. There is more of climate change between the employees and working atmosphere of the bank. Nowadays, the banking institutions play an important role in all other industries for the economic growth of our country. The success of the banking institution is based on employee's contribution. With the positive support of the employees the banks can create and maintain a favourable and pleasant organizational climate. This present paper deals with the organisational climate change of public sector bank employees in Coimbatore District. In this study, the researchers have made an effort to measure the employee's perception towards organisational climate change in public sector banks. It has used measure of central tendency and chi-square as tools for analysis.

Keywords: Employee perception, Organisational Climate Change, Public Sector Banks

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Introduction

Indian banking system plays an important role in the economic development of our country. The banking process has been developing through the RBI regulations and the co-ordination of employees within banking institutions. It is therefore, no exaggeration to say that an effective, efficient and disciplined banking system greatly helps the overall development of our country. It functions as a catalytic agent to bring about an economical, industrial and agricultural growth and prosperity of the country. In that way, as a developing country, India has the banking system as an integral and dominant part of the financial system.

Over the last three decades, the banking system has seen a remarkable increase in its size, spread and activities in India. The number of bank branches rose considerably during this period. The business profile of banks has been transformed dramatically with the inclusion of non-traditional activities like merchant banking, mutual funds, new financial services and products, personal investment counselling, etc. The entry of a new bank strengthens the competition to attract and hold a customer. The computerisation is an inevitable in the interest of both customer service and operational efficiency of bank employees. The technology has demonstrated the potential to change the methods of marketing, advertising, designing, pricing, cost savings and distributing financial products and services.

With the increasing pressure of financial innovation and trends towards financial integration, the banking industry has been facing more changes in its nature and the roles of various players in this industry. All these changes will definitely have their implications for the human resources working in this industry. Effective human resources are considered a key to the sustainability of all business successes, and the human resources are the key factor to organisational success, innovation, and profitability. The development of bank culture and civilization imposed new dimensions on the approach of bank personnel, their moral and ethical qualities.

The employees' job satisfaction and commitment are the most important factors that have been regarded as essential for a bank's success. The success of the banking institution depends on the hard working, loyal and competent managers and employees. In order to face the challenges of competition in global economy, banks must focus on human resources in an effective manner. In order to improve the performance and commitment of the employees towards their respective organisations, banks must create a suitable and conducive climate. A business organization survives and forms its image because of the climate that prevails in it. The creation and maintenance of a suitable Organisational Climate facilitates the employees to enhance their efficiency and performance. Organisational Climate change serves as the guideline for dealing with people, and has a major influence on motivation and productivity of individuals as well as the whole work group.

Objectives of The Study

The study has made an attempt to measure the bank employee's response towards organisational climate changes in public sector banks and to what prevails in their organisations. This study provides also a valuable suggestion for the betterment of the organisational climate change in public sector banks.

Hypotheses

On the basis of above objective, hypotheses were formulated that various personal factors relating to the sample respondents such as sex group, age group and literacy level of the respondents and the various occupation related factors such as years of experience, opinion on monetary benefits offered by their organisations, opinion on non-monetary benefits offered by their organisations, opinion on work environment, opinion on their workload, level of job satisfaction derived by the respondents, level of job stress experienced by the respondents, their opinion on the interpersonal relationship in their organisations, and on the recognition offered to them by their organizations. The organisation's commitment towards the staff and the opinion of the respondents on the efficiency of their management do not significantly influence the respondents' perception of the organisational climate that prevails in their organisations.

Methodology

The study is based on primary data and it was collected from two hundred employees of public Sector banks in Coimbatore district through the structured questionnaire. The convenient sampling method was adopted for the study. The mean satisfaction scores of the different categories of respondents were analyzed for identifying the group which perceived the organisational climate in their organisations. Contingency tables were constructed for the purpose of distributing the respondents in accordance with their perception of the organisational climate that prevails in their organisations. In order to find out the influence of various personal and occupation related factors of the sample respondents on their perception of the organisational climate that prevails in their organisations, chi-square test has been employed in the study.

Organisational Climate Change

The organisational climate change refers to the bank employee's perception of the organisation climate changes and it is the fundamental elements of the organisations. It is a set of unique characteristics and features that are perceived by the employees about the organisations which serves as a major force in influencing their behaviour. Thus the organisational climate, in a broad sense, can be understood as the social setting of the organisation. Just as every individual has a personality that makes each person unique, so also each organisation has an organisational climate change that clearly distinguishes its personality from other organisations.

At the individual level, climate change is the summary perception of the organisation's work environment, providing a common frame of reference for attainment of some congruity between behaviour and the practices and procedures of the system, acting as a potent influence on individual performance and satisfaction. The organisational climate is a relatively enduring quality of the internal environment that is experienced by its members, that influences their behaviour and can be described in terms of the value of a particular set of characteristics of the

organisation. The climate change affects each and every activity in an organization, directly or indirectly. In turn, climate is affected by almost everything that occurs in an organization, and it is a dynamic system concept. Favourable organisational climate promotes work efficiency by raising job involvement and job satisfaction.

The concept of organisational climate was introduced during the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. The contents of organizational climate have varied widely and they include almost all the important aspects of organizations such as structure, community, leadership, conflict, reward system, interpersonal relationship, organizational effectiveness, responsibility and so forth.

Importance of Organisational Climate Change in Banking Industry

As the banking sector is basically a service rendering sector, the success of this sector and effective rendering of its services to the customers are highly influenced by the contribution of the employees of this sector. In order to ensure their survival in the highly competitive banking environment, they have to ensure that they are providing a unique and superior quality of services to their customers. The rendering of quality services by the banks to their customers wholly depends on the support extended by their staff. In order to secure the positive support of the staff, it becomes the ultimate responsibility of the banks to create and maintain a conducive and pleasant organizational climate. The creation and maintenance of the conducive organizational climate will result in improving the performance and efficiency of their staff and their perception regarding their organisation.

Analysis of Organization Climate Change in Public Sector Banks:

The analysis in the present study contains more appropriate demographic factors and influencing factors of the organizational climate change of public sector banks. The tables given below provide the perception regarding the organizational climate change in public sector banks in Coimbatore District.

Extent of Variation in the Percepton of the Respondents Regarding the Organisational Climate

The respondents were categorised into three groups according to their perception scores regarding the organisational climate that exists in their organisation such as the respondents who perceived that the organisational climate in their organisations is less conducive, conducive and more conducive. The respondents with scores upto 54.44 were grouped as the respondents who perceived that the organisational climate in their organisations is 'less conducive', the respondents with scores between 54.45 and 61.90 were grouped as the respondents who perceived that the organisational climate in their organisations is 'conducive' and the respondents with scores above 61.90 were grouped as the respondents who perceived that the organisational climate in their organisations is "more conducive".

Table -1: Extent of Variation in the Perception of the Respondents on Organisational Climate

Perception on Organisational Climate	No. of Respondents	Mean Score	Range
Less Conducive	28	52.50	47.86 to 54.29
Conducive	141	57.98	54.64 to 61.79
More Conducive	31	64.13	62.14 to 72.14
Total	200	58.17	47.86 to 72.14

Source: Survey Data

Table–1 indicates that the mean perception score of the respondents is 58.17 and their scores ranged between 47.86 and 72.14. Among the two hundred sample respondents, one hundred and three respondents (51.50%) have their scores below the mean score and the remaining ninety seven respondents (48.50%) have their scores above the mean score . Out of the two hundred sample respondents, twenty eight respondents (14.00%) perceived that the organisational climate in their organisations is less conducive and their mean organisational climate perception score is 52.50. Among them, twelve respondents (42.86%) have their scores below

the mean score and the remaining sixteen respondents (57.14%) have their scores above the mean score. The mean organisational climate perception score of one hundred and forty one respondents (70.50%) who perceived that the organisational climate in their organisations is conducive is 57.98 and their scores ranged between 54.64 and 61.79. Among them, seventy nine respondents (56.03%) have their scores below the mean score and the remaining sixty two respondents (43.97%) have their scores above the mean score. Thirty one respondents (15.50%) perceived that the organisational climate in their organisations is more conducive and their mean perception score is 64.13. Their scores ranged between 62.14 and 72.14. Among them, nineteen respondents (61.29%) have their scores below the mean score and the remaining twelve respondents (38.71%) have their scores above the mean score.

SEX GROUP OF THE RESPONDENTS AND PERCEPTION REGARDING ORGANISATIONAL CLIMATE

There are one hundred and eleven male respondents (55.50%) and their mean organisational climate perception score is 57.84. Their scores ranged between 47.86 and 72.14. There are eighty nine female respondents (44.50%) and their mean organisational climate perception score is 58.43. Their scores ranged between 50.00 and 66.43.

Table - 2: Sex Group of the Respondents and Perception on Organisational Climate

Sex Group	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Male	111 (55.50%)	57.84	47.86 to 72.14	16 (14.41%)	77 (69.37%)	18 (16.22%)
Female	89 (44.50%)	**58.43**	50.00 to 66.43	**12 (13.48%)**	64 (71.91%)	**13 (14.61%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the female respondents is higher than that of the male respondents, it can be inferred that the female respondents perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (13.48%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (14.61%) among female respondents and it indicates that there exists a significant relationship between the sex group of the respondents and their perception of the organisational climate.

Age Group of the Respondents and Perception Regarding Organisational Climate

Among two hundred respondents, thirty one respondents (15.50%) belong to young age group (up to 40 years) and their mean organisational climate perception score is 58.30. Their scores ranged between 47.86 and 66.43. Ninety one respondents (45.50%) fall under middle age category (41 years to 50 years) and their mean organisational climate perception score is 58.12. Their scores ranged between 50.00 and 72.14. Seventy eight respondents (39.00%) fall under old age category (above 50 years) and their mean organisational climate perception score is 58.04. Their scores ranged between 50.00 and 70.00.

Table - 3:

Age Group of the Respondents and Perception on Organisational Climate

Age Group	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Young	31 (15.50%)	**58.30**	47.86 to 66.43	**3 (9.68%)**	22 (70.97%)	**6 (19.35%)**
Middle	91 (45.50%)	58.12	50.00 to72.14	13 (14.29%)	62 (68.13%)	16 (17.58%)
Old	78 (39.00%)	58.04	50.00 to 70.00	12 (15.38%)	57 (73.08%)	9 (11.54%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the young age category respondents is higher than that of the middle and old age category respondents, it can be inferred that the young age category respondents perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (9.68%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (19.35%) among the young age category respondents and it indicates that there exists a significant relationship between the age group of the respondents and their perception on the organisational climate.

Literacy Level and Perception of Organisational Climate

Eighty nine respondents (44.50%) had their education up to Under Graduate level and their mean organisational climate perception score is 58.11. Their scores ranged between 50.00 and 66.79. Fifty two respondents (26.00%) had their education up to Post Graduate level and their mean organisational climate perception score is 58.18. Their scores ranged between 50.71and 64.29. Thirty seven respondents (18.50%) were with Professional Degrees and their mean organisational climate perception score is 59.30. Their scores ranged between 47.86 and 72.14. Twenty two respondents (11.00%) fall under `others' category and their mean organisational climate perception score is 57.79. Their score ranged between 51.07 and 70.00.

Table - 4: Literacy Level and Perception on Organisational Climate

Literacy Level	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Under Graduation	89 (44.50%)	58.11	50.00 to 66.79	14 (15.73%)	60 (67.42%)	15 (16.85%)
Post Graduation	52 (26.00%)	58.18	50.71 to 64.29	6 (11.54%)	40 (76.92%)	6 (11.54%)
Professional Courses	37 (18.50%)	**59.30**	47.86 to 72.14	**4 (10.81%)**	26 (70.27%)	**7 (18.92%)**
Others	22 (11.00%)	57.79	51.07 to 70.00	4 (18.18%)	15 (68.18%)	3 (13.64%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception Score of the respondents holding Professional Degrees is higher than that of the remaining categories of respondents, it can be inferred that the respondents who completed Professional education perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (10.81%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (18.92%) among the Professional Degree holders and it indicates that there exists a significant relationship between the literacy level of the respondents and their perception on the organisational climate.

Years Of Experience And Perception Of Organisational Climate

Ninety two respondents (46.00%) have less years of experience (up to 10 years) and their mean organisational climate perception score is 58.05. Their scores ranged between 50.00 and 72.14. One hundred and eight respondents (54.00%) have more years of experience (more than 10 years) and their mean organisational climate perception score is 58.27. Their scores ranged between 47.86 and 70.00.

Table - 5: Years of Experience and Perception on Organisational Climate

Experience	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Less	92 (46.00%)	58.05	50.00 to 72.14	13 (14.13%)	67 (72.83%)	12 (13.04%)
More	108 (54.00%)	**58.27**	47.86 to 70.00	**15 (13.89%)**	74 (68.52%)	**19 (17.59%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who have more years of experience is higher than that of the respondents who have less years of experience, it can be inferred that the respondents with more years of experience perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the

organisational climate is less conducive is the lowest (13.89%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (17.59%) among the respondents who have more years of experience and it indicates that there exists a significant relationship between the period of experience of the respondents and their perception of the organisational climate.

Opinion on Monetary Benefits Offered and Perception of Organisational Climate

The monetary benefits offered are inadequate for eighty three respondents (41.50%) and their mean organisational climate perception score is 57.72. Their scores ranged between 47.86 and 70.00. Ninety eight respondents (49.00%) expressed that the monetary benefits offered to them are adequate and their mean organisational climate perception score is 58.36. Their scores ranged between 50.00 and 66.79. Nineteen respondents (9.50%) expressed that they are offered with plenty of monetary benefits and their mean organisational climate perception score is 58.51. Their scores ranged between 52.86 and 72.14.

Table - 6: Opinion on Monetary Benefits Offered and Perception on Organisational Climate

Monetary Benefit	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Inadequate	83 (41.50%)	57.72	47.86 to 70.00	12 (14.46%)	61 (73.49%)	10 (12.05%)
Adequate	98 (49.00%)	58.36	50.00 to 66.79	14 (14.29%)	73 (74.49%)	11 (11.22%)
Plenty	19 (9.50%)	**58.51**	52.86 to 72.14	**2 (10.53%)**	7 (36.84%)	**10 (52.63%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who expressed that the monetary benefits offered are plenty is higher than that of the remaining categories of respondents, it can be inferred that the respondents with the opinion that the monetary benefits offered are plenty to them perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the

lowest (10.53%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (52.63%) among the respondents who opined that plenty of monetary benefits are offered to the employees and it indicates that there is a significant relationship between the opinion of the respondents on the monetary benefits offered by their organisations and their perception of the organisational climate.

Opinion On Non–monetary Benefits And Perception Of Organisational Climate

The non–monetary benefits offered are inadequate for sixteen respondents (8.00%) and their mean organisational climate perception score is 57.32. Their scores ranged between 50.00 and 61.43. The non–monetary benefits offered are adequate for eighty seven respondents (43.50%) and their mean organisational climate perception score is 58.03. Their scores ranged between 47.86 and 70.00. Ninety seven respondents (48.50%) expressed that they are offered plenty of non–monetary benefits and their mean organisational climate perception score is 58.43. Their scores ranged between 50.71 and 72.14.

Table - 7: Opinion on Non – Monetary Benefits and Perception on Organisational Climate

	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Inadequate	16 (8.00%)	57.32	50.00 to 61.43	2 (12.50%)	14 (87.50%)	0 (0.00%)
Adequate	87 (43.50%)	58.03	47.86 to 70.00	16 (18.39%)	58 (66.67%)	13 (14.94%)
Plenty	97 (48.50%)	**58.43**	50.71 to 72.14	**10 (10.31%)**	69 (71.13%)	**18 (18.56%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who opined that their organisations offer plenty of non–monetary benefits to them is higher than that of the respondents who opined that the non–monetary benefits offered to them by their organisations is inadequate and adequate , it can be inferred that the respondents

who opined that the respondents who opined that they have been offered plenty of non–monetary benefits perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (10.31%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (18.56%) among the respondents who opined that they have been offered plenty of non–monetary benefits by their organisations and it indicates that there exists a significant relationship between the opinion of the respondents on the quantum of non–monetary benefits offered to them by their organisations and their perception of the organisational climate.

Opinion On Work Environment And Perception Of Organisational Climate

Seventeen respondents (8.50%) expressed that the work environment is poor and their mean organisational climate perception score is 57.37. Their scores ranged between 52.14 and 66.43. Eighty three respondents (41.50%) expressed that the work environment is fair and their mean organisational climate perception score is 58.01. Their scores ranged between 47.86 and 72.14. One hundred respondents (50.00%) expressed that the work environment is pleasant and their mean organisational climate perception score is 58.52. Their scores ranged between 50.00 and 66.79.

Table - 8:

Opinion on Work Environment and Perception on Organisational Climate

Work Environment	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Very Poor	17 (8.50%)	57.37	52.14 to 66.43	4 (23.53%)	11 (64.71%)	2 (11.76%)
Fair	83 (41.50%)	58.01	47.86 to 72.14	12 (14.46%)	58 (69.88%)	13 (15.66%)
Pleasant	100 (50.00%)	**58.52**	50.00 to 66.79	**12 (12.00%)**	72 (72.00%)	**16 (16.00%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who opined that the work environment in their organisation is pleasant is higher than that of the remaining categories of respondents, it can be inferred that the respondents with the opinion that they have pleasant work environment perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (12.00%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (16.00%) among the respondents who opined that the work environment in their organisations is pleasant and it indicates that there exists a significant relationship between the opinion of the respondents on the work environment that exists in their organisations and their perception of the organisational climate.

Opinion on Workload and Perception of Organisational Climate

Twenty six respondents (13.00%) expressed that their workload is less and their mean organisational climate perception score is 58.67. Their scores ranged between 54.29 and 72.14. One hundred and twenty six respondents (63.00%) expressed that their workload is reasonable and their mean organisational climate perception score is 58.30. Their scores ranged between 51.79 and 66.07. Forty eight respondents (24.00%) expressed that their workload is heavy and their mean organisational climate perception score is 58.03. Their scores ranged between 47.86 and 66.43.

Table - 9:

Opinion on Workload and Perception on Organisational Climate

Workload	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Less	26 (13.00%)	**58.67**	54.29 to 72.14	**1 (3.85%)**	20 (76.92%)	**5 (19.23%)**
Reasonable	126 (63.00%)	58.30	51.79 to 66.07	23 (18.25%)	84 (66.67%)	19 (15.08%)
Heavy	48 (24.00%)	58.03	47.86 to 66.43	4 (8.33%)	37 (77.08%)	7 (14.58%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who derived high level of job satisfaction is higher than that of the respondents who derived less and medium levels of job satisfaction, it can be inferred that the respondents who derived higher levels of job satisfaction perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (10.32%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (17.46%) among the respondents who derived higher level of job satisfaction and it indicates that there exists a significant relationship between the level of job satisfaction derived by the respondents and their perception of the organisational climate.

Level of Job Stress and Perception of Organisational Climate

Twenty four respondents (12.00%) experienced low level of job stress and their mean organisational climate perception score is 58.76. Their scores ranged between 51.43 and 64.64. One hundred and forty two respondents (71.00%) experienced moderate level of job stress and their mean organisational climate perception score is 58.39. Their scores ranged between 47.86 and 72.14. Thirty four respondents (17.00%) experienced high level of job stress and their organisational climate perception score is 57.99. Their scores ranged between 50.71 and 66.07.

Table - 11: Level of Job Stress and Perception on Organisational Climate

Stress	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Low	24 (12.00%)	**58.76**	51.43 to 64.64	**3 (12.50%)**	16 (66.67%)	**5 (20.83%)**
Moderate	142 (71.00%)	58.39	47.86 to 72.14	19 (13.38%)	99 (69.72%)	24 (16.90%)
High	34 (17.00%)	57.99	50.71 to 66.07	6 (17.65%)	26 (76.47%)	2 (5.88%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who experienced low level of job stress is higher than that of the respondents who

experienced moderate and high level of job stress, it can be inferred that the respondents who experienced low level of job stress perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (12.50%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (20.83%) among the respondents who opined that they experienced low level of stress and it indicates that there exists a significant relationship between the level of job stress experienced by the staff and their perception of the organisational climate.

Interpersonal Relationship and Perception of Organisational Climate

Fifteen respondents (7.50%) expressed that the interpersonal relationship is weak and their mean organisational climate perception score is 58.19. Their scores ranged between 54.64 and 60.71. Ninety seven respondents (48.50%) expressed that the interpersonal relationship is strong and their mean organisational climate perception score is 57.92. Their scores ranged between 47.86 and 72.14. Eighty eight respondents (44.00%) expressed that the interpersonal relationship is very strong and their mean organisational climate perception score is 58.39. Their scores ranged between 50.00 and 66.43.

Table - 12:

Inter Personal Relationship and Perception on Organisational Climate

Inter Personal Relationship	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Weak	15 (7.50%)	58.19	54.64 to 60.71	7 (46.67%)	8 (53.33%)	0 (0.00%)
Strong	97 (48.50%)	57.92	47.86 to 72.14	14 (14.43%)	73 (75.26%)	10 (10.31%)
Very Strong	88 (44.00%)	**58.39**	50.00 to 66.43	**7 (7.95%)**	60 (68.18%)	**21 (23.86%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who opined that the interpersonal relationship among the staff is very strong is higher than that of

the respondents who opined that the interpersonal relationship among the staff is weak and strong, it can be inferred that the respondents who opined that the interpersonal relationship in their organisations is very strong perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (7.95%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (23.86%) among the respondents who opined that the interpersonal relationship in their organisation is very strong and it indicates that there exists a significant relationship between the opinion of the respondents on the interpersonal relationship that exists among the staff in their organisations and their perception of the organisational climate.

Recognition And Perception Of Organisational Climate

Twenty five respondents (12.50%) expressed that the recognition offered is inadequate and their mean organisational climate perception score is 56.61. Their scores ranged between 50.00 and 64.29. One hundred and five respondents (52.50%) expressed that the recognition offered is adequate and their mean organisational climate perception score is 58.6.69. Their scores ranged between 47.86 and 72.14. Seventy respondents (35.00%) expressed that the recognition offered is ample and their mean organisational climate perception score is 57.94. Their scores ranged between 50.71 and 70.00.

Table - 13: Recognition and Perception on Organisational Climate

Recognition	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Inadequate	25 (12.50%)	56.61	50.00 to 64.29	5.00 (20.00%)	18.00 (72.00%)	2.00 (8.00%)
Adequate	105 (52.50%)	**58.69**	47.86 to 72.14	**12.00 (11.43%)**	74.00 (70.48%)	**19.00 (18.10%)**
Plenty	70 (35.00%)	57.94	50.71 to 70.00	11.00 (15.71%)	49.00 (70.00%)	10.00 (14.29%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents opined that they are adequately recognised for their services is higher than that of the respondents who fall under the remaining categories, it can be inferred that the respondents with the opinion that they are adequately recognised for their services perceived that the Organisational Climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (11.43%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (18.10%) among the respondents who opined that they are adequately recognized for their services and it indicates that there exists a significant relationship between the opinion of the respondents on the recognition offered to them for their services and their perception on the organisational climate.

Organisation's Commitment Towards Staff and Perception of Organisational Climate

Twenty three respondents (11.50%) expressed that the level of commitment of the organisation towards the staff is less and their mean organisational climate perception score is 58.14. Their scores ranged between 50.00 and 66.07. Sixty four respondents (32.00%) expressed that the commitment of their organisations towards the staff is moderate and their mean organisational climate perception score is 57.60. Their scores ranged between 47.86 and 72.14. One hundred and thirteen respondents (56.50%) expressed that the commitment of their organisations towards their staff is more and their mean organisational climate perception score is 58.41. Their scores ranged between 52.50 and 66.07.

Table - 14: Organisation's Commitment towards Staff and Perception on Organisational Climate

Organisation's Commitment	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Less	23 (11.50%)	58.14	50.00 to 66.07	4 (17.39%)	18 (78.26%)	1 (4.35%)
Moderate	64 (32.00%)	57.60	47.86 to 72.14	10 (15.63%)	44 (68.75%)	10 (15.63%)
More	113 (56.50%)	**58.41**	52.50 to 66.07	**14 (12.39%)**	79 (69.91%)	**20 (17.70%)**
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who opined that the commitment of their organisation towards their staff is more is higher than that of the remaining categories of respondents, it can be inferred that the respondents with the opinion that the commitment of their organisation towards the staff is more perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (12.39%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (17.70%) among the respondents who have expressed that their organisations have more commitment towards the staff and it indicates that there exists a significant relationship between the opinion of the respondents on the level of commitment of their organisations towards their staff and their perception of the organisational climate.

Efficiency of the Management and Perception of Organisational Climate

Seven respondents (3.50%) expressed that their management is less efficient and their mean organisational climate perception score is 58.37. Their scores ranged between 53.21 and 61.79. Seventy two respondents (36.00%) expressed that their management is efficient and their mean organisational climate perception score is 58.82. Their scores ranged between 47.86 and 70.00. One hundred and twenty one respondents (60.50%) expressed that their management is efficient and their mean organisational climate perception score is 57.77. Their scores ranged between 50.00 and 72.14.

Table - 15:

Efficiency of the Management and Perception on Organisational Climate

Management Efficiency	No. of Respondents	Mean Score	Range	Perception on Organisational Climate		
				Less Conducive	Conducive	More Conducive
Less Efficient	7 (3.50%)	58.37	53.21 to 61.79	1 (14.29%)	6 (85.71%)	0 (0.00%)
Efficient	72 (36.00%)	**58.82**	47.86 to 70.00	**8 (11.11%)**	48 (66.67%)	**16 (22.22%)**
Very Efficient	121 (60.50%)	57.77	50.00 to 72.14	19 (15.70%)	87 (71.90%)	15 (12.40%)
Total	200	58.17	47.86 to 72.14	28	141	31

Source: Survey Data

As the mean organisational climate perception score of the respondents who opined that their management is efficient is higher than that of the respondents who opined that their management is less efficient and very efficient, it can be inferred that the respondents who opined that their management is efficient perceived that the organisational climate is more conducive to them. It also indicates that the percentage of respondents who perceived that the organisational climate is less conducive is the lowest (11.11%) and the percentage of the respondents who perceived that the organisational climate is more conducive is the highest (22.22%) among the respondents who opined that their management is efficient and it indicates that there exists a significant relationship between the opinion of the respondents on the efficiency of their management and their perception on the organisational climate.

Factors Influencing The Respondents' Perception Of The Organisational Climate

In order to find out the influence of various variables on the perception of the respondents on their perception of the organisational climate that prevails in their organisations, null hypotheses were formulated that these variables do not significantly influence the respondents' perception of the organisational climate and these formulated hypotheses were tested with the help of Chi–square test. The result of the Chi–square test is presented in Table 16.

Table - 16: Factors Influencing the Perception of the Respondents on the Organisational Climate – Chi–square Test

S. No	Variables	Calculated Value	Table Value*	D.F	Significant
1	Sex Group of the Respondents	0.1584	5.991	2	*Not Significant*
2	Age Group of the Respondents	2.0142	9.488	4	*Not Significant*
3	Literacy Level	2.3605	12.592	6	*Not Significant*
4	Years of Experience	0.7961	5.991	2	*Not Significant*
5	Opinion on Monetary Benefits	22.2564	9.488	4	**Significant**
6	--	6.0925	9.488	4	*Not Significant*
7	Opinion on Work Environment	1.6888	9.488	4	*Not Significant*
8	Opinion on Workload	5.6281	9.488	4	*Not Significant*
9	Job Satisfaction	5.1836	9.488	4	*Not Significant*
10	Level of Job Stress	3.2842	9.488	4	*Not Significant*
11	Inter Personal Relationship	22.7317	9.488	4	**Significant**
12	Recognition	2.7263	9.488	4	*Not Significant*
13	Organisation's Commitment towards Staff	2.9476	9.488	4	*Not Significant*
14	Efficiency of the Management	5.0296	9.488	4	*Not Significant*

*Table Value at 5% level

Findings of the Study

The findings of the study are presented in the following paragraphs:

The result of the study indicates that out of two hundred sample respondents, twenty eight respondents (14.00%) perceived that the organisational climate in their organisations is less conducive, one hundred and forty one respondents (70.50%) perceived that the organisational climate in their organisations is conducive and the remaining thirty one respondents (15.50%) perceived that the organisational climate in their organisations is more conducive.

The mean organisational perception score of the respondents indicates that the respondents belonging to the following categories perceived that the organisational climate in their organisations is pleasant for Female Respondents, Young age group respondents, Respondents with Professional qualifications, Respondents having more years of experience, Respondents who opined that their organisations offer plenty of monetary benefits to their staff, Respondents who perceived that their organisations offer plenty of non–monetary benefits, the respondents who perceived that the work environment in their organisations is pleasant namely respondents who opined that their work load is less, respondents who derived higher level of job satisfaction, respondents who experienced low level of occupational stress, respondents who perceived that the interpersonal relationship in their organisations is very strong, respondents who opined that they have been adequately recognised by their organisations, respondents who expressed that the commitment of their organisations towards their staff is more and respondents who opined that their management is efficient.

The Contingency Tables indicate that there exists a significant relationship between the following factors and the perception of the sample respondents on the organisational climate that prevails in their organisations i.e. the sex group of the respondents, the age group of the respondents, Literacy level of the respondents, Years of experience of the respondents, Opinion of the respondents on the work

environment that prevails in their organisation, Opinion of the respondents on their work load in their organisations, Level of job satisfaction derived by the respondents, Level of job stress experienced by the respondents, Opinion of the respondents on the interpersonal relationship among the staff of their organisation, Opinion of the respondents on the recognition offered by their organisations, Opinion of the respondents on the commitment of their organisations towards their staff and Opinion of the respondents on the efficiency of their management. The study also revealed that among the variables included in the study, the following factors significantly influence the perception of the respondents regarding the organisational climate that prevails in their organisations i.e. Opinion on Monetary Benefits and interpersonal Relationship among the staff.

Suggestions

The researcher has offered suggestions for the purpose of improving the climate that prevails in the Public Sector Banks in Coimbatore District. A clear definition of the roles and duties of the staff will result in the existence of an improved organisational climate in the banks. The working environment should be made as very conducive as possible from the view of the staff and it will make the climate comfortable. In order to build a sound and pleasant organisational climate, the banks must adopt a suggestion scheme in which the employees will be given an opportunity to offer their suggestions for the improvement of the organisational climate. Offering an adequate quantum of recognition to the staff for their better performance can make the climate that prevails in the banks more conducive.

The staff must be extended with adequate support for the purpose of accomplishment of their personal and professional goals. By the undertaking of these measures in an effective manner, the staff will feel comfortable and this will result in the existence of a better organisational climate in the banks. Top priority has to be given to the welfare and well-being of the staff and this will result in the existence of a better organisational climate in the banks. Improving job satisfaction of the staff will result in the betterment of the climate that prevails in the banks.

Conclusion

The contribution of the banking system is highly significant in the development of the economy of our nation. In the case of developing countries like India, banking system forms an integral and dominant part of the financial system. With the increasing pressure of financial innovations and trends towards financial integration, the banking industry is facing many changes in its nature and the roles of various players in this industry. All these changes will definitely have their implications for the human resources working in this industry. Effective human resources are considered a key to the sustainability of all business successes, and the human resources are the key factor to organisational success, innovation, and profitability. Banks are basically service rendering organisations. In order to ensure their survival in the highly competitive banking environment, they have to ensure that they are providing a sterling and superior quality of services to their customers. The rendering of quality services by the banks to their customers wholly depends on the able support extended by their staff. In order to secure the positive support of the staff, it becomes the ultimate responsibility of the banks to create and maintain a conducive and pleasant Organizational Climate.

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