

# A STUDY ON ROLE OF ORGANIZATIONAL CLIMATE TOWARDS PSYCHOLOGICAL EMPOWERMENT OF EMPLOYEES WITH SPECIAL REFERENCE TO COIMBATORE CITY

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## Abstract:

Organisational climate is influenced by a wide assortment of factors that influence both the physical and psychological responses of the employees. The organisational climate has the power to make or break an organisation. Employees need some kind of external stimuli to motivate them, give them a purpose, determination and create an impact.

*Keywords* — Organizational climate, Empowerment of Employees.

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## I. INTRODUCTION

Psychological empowerment is described as "intrinsic task motivation reflecting a feeling of self-control in regard to one's job and active participation in one's work role." Since the 1980s, there has been a surge in interest in empowerment in a variety of areas of psychology and management, including motivation, task performance, leadership, group processes, decision-making, and organisational design, because empowerment can improve employee performance, well-being, and positive attitudes in individuals, teams, and organisations. Meaning, self-determination, competence, and influence are the four cognitions that comprise psychological empowerment.

## II. OBJECTIVES OF STUDY

1) To comprehend the various factors related to organizational climate.

2) To analyse the variables of psychological empowerment of employees in an organisational setup.

## III. SCOPE OF THE STUDY

The study analyses the factors of psychological empowerment which is constantly needed in a stressful and monotonous working atmosphere such as the Manufacturing industry. The outcomes will help the HR personnel make necessary changes to the working environment. This would greatly benefit the company administration in exploiting these stimuli to achieve better productivity via empowering employees.

## IV. LIMITATIONS OF STUDY

1) Limited sample size 150 respondents.  
2) The respondents were taken in manufacturing company.

**V. REVIEW OF LITERATURE**

**Kawiana et al., (2021)** ascertained the extent to which psychological environment acts as a mediator between leadership and organisational commitment. The purpose of this research is to confirm the effect of leadership and psychological climate on organisational commitment and to analyse the link between leadership and organisational commitment in cooperatives via psychological climate intervention (mediation).

**Thakre & Mathew, (2020)** affirms that leaders of service organisations increasingly require workers to display organisational citizenship behaviour (OCB) in order to guarantee the success of their operations and retain a competitive edge— that is, to take initiative, be devoted to their job, conform to high standards, and take commitment to professional growth. The extent to which psychological empowerment and job engagement impact OCB was investigated in a study of 120 service-sector workers in India.

**Gong et al., (2020)** investigated the influence of psychological empowerment and work engagement on the relationship between trait EI and job satisfaction. The EI Scale, the Psychological Empowerment Scale, the Utrecht Work Engagement Scale, and the Brief Index of Affective Job Satisfaction were completed by 370 female nurses. According to the findings of structural equation modelling, work engagement partly moderated the relationship between trait EI and job happiness. In addition, the serial one mediator model demonstrated that trait EI may affect job satisfaction via the serial mediating effect of "psychological empowerment–work engagement".

**VI. RESEARCH METHODOLOGY**

Research methods are defined as the systematic method to resolve problems through data gathering using various techniques.

**A. Method of Data Collection**

The data collected for this study is

- 1) **Primary Data** :The primary data are those which are called as Questionnaire method.
- 2) **Secondary Data**: Secondary Data is collected from Google form through internet.
- 3) **Area of Study**: The area of study through Coimbatore city.
- 4) **Sample size**: The sample size is 150
- 5) **Tools used for Analysis**: Data analysis tools are simple percentage and Chi- Square test.
  - a) **Simple percentage** : Percentage base analysis helps to find which factors is significant among a number of factors.
  - b) **Chi- square**: There is significant relationship between the gender of the respondents and their Manufacturing Industry.

TABLE I  
ANALYSIS AND INTERPRETATION

Demographic		No. of respondents	Percentage
1) Gender	a) Male	74	49.33
	b) Female	76	50.67
2) Age	a ) 15-20	14	9.33
	b) 20-25	86	57.33
	c) 25-30	42	28.00
	d) Above 30	8	5.33
3)Years of Experiences	a) Less than 2 years	30	20.00
	b) 2 to 10 years	73	48.67
	c) Above 10 years	47	31.33
4) Will you Pretend to care & Listen discourage	a) Yes	70	46.67
	b)No	80	53.33
5) Nature of Residence	a) Company quarters	37	24.67
	b)House for rent	68	43.33
	c) Own house	45	30.00

**INTERPRETATION:**

Table 1 clearly states that demographic profile of the sample respondents. Majority of the respondents fall in the age group of 25 – 30 and most of them are married people. Majority of the respondents are youngsters. Among the years of experience. It is observed that the majority of respondents have 2 to 10 years' experience. Among the nature of residence of the respondents, 24.67 percent live in company quarters, 43.33 percent live in rented houses and only 30 percent own their houses. Majority of the sample population live in rented houses.

**CHI SQUARE ANALYSIS FORMULA**

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

*Degree of freedom = (r-1) (c-1)*

**CHI-SQUARE**

Particulars	Yes	No	Total
Male	44	30	74
Female	36	40	76
Total	80	70	150

O	E	(O-E)	(O-E) 2	(O-E)2/E
44	39.46	4.54	20.616	0.522
30	37.49	-7.49	56.100	1.496
36	40.53	-4.53	20.520	0.506
40	35.46	4.54	20.611	0.581
			<b>Total</b>	<b>2.805</b>

How do you know that using	How adventures enjoyable is the work				
	Accept	Over	Endorse	Satisfactory	Total
Position responsibility	10	10	5	2	27
Crafting your own response	10	15	10	8	43
Saving time employee	19	20	12	15	47
Purpose of the role	7	1	17	8	33
	<b>37</b>	<b>46</b>	<b>44</b>	<b>23</b>	<b>150</b>

*Source: Primary data*  
*Significant level = 0.05*

**Result:** The calculations of the chi-square value is (0.9557) is less than (3.841) table value hence the hypothesis is accepted. Therefore it is found that there is significant relationship between respondents and their manufacturing company.

**H1 :**There is significant relationship between understanding psychological empowerment and factors influencing organizational climate.

**CHI -SQUARE**

O	E	(O-E)	(O-E) 2	(O-E) 2/E
10	6.66	813.34	11.155	1.674
10	8.28	1.72	2.958	0.357
5	7.92	-2.92	8.526	1.076
2	4.14	-2.14	4.579	1.106
10	10.60	-0.6	0.360	0.033
15	13.18	1.82	3.312	0.251
10	12.61	-261	6.812	0.540
8	6.59	1.41	1.988	0.301
10	11.59	-1.59	2.528	0.218
20	14.41	5.59	31.248	2.168
12	13.76	1.76	3.097	0.225
15	7.20	7.8	60.840	8.45
7	8.14	-1.14	1.299	0.159
1	10.12	-9.12	83.174	8.216
17	9.68	7.32	53.582	5.535
8	5.06	2.94	8.643	1.708
			<b>Total</b>	<b>32.017</b>

*Source: Primary Data*

*Significant level = 0.05*

**Interpretation:**

The calculations of chi-square is 238.73 is more than (16.919) table value hence the hypothesis is rejected. Therefore the relationship between understanding psychological empowerment and factors influencing organizational climate

## VII. RESULT AND DISCUSSION

- 1) Majority (76%) of the respondents are 'Female'.
- 2) Most (86%) of the respondents are between '22- 25 years' of age group.
- 3) Majority (73%) of the respondents' working experience is between '2 to 10 years'.
- 4) Majority (68%) of the respondents' nature of residence is 'House for Rent'.

## VIII. SUGGESTIONS

From the above study I would like to suggest some points

- 1) In this study the organization may put in efforts to improve the organizational climate in order to empower employees, but the resulting empowerment must happen in a personal level.
- 2) . The organization may put in efforts to improve the organizational climate in order to empower employees, but the resulting empowerment must happen in a personal level.
- 3) It is suggested that organizations must take necessary steps through training and development programs to improve the competence of administrative level employees.
- 4) It is also important to exhibit to the employees that the organization is taking efforts to improve the organizational climate and their work atmosphere. This would create a positive bias towards the organization.
- 5) It is suggested to the administrative level employees that they must practise treating their subordinates with respect and equality. Employees feel more empowered working with a humane boss rather than a dictator.

## IX. CONCLUSION

Organizational climate of any institution plays a vital role towards the employee attitude,

their organizational behaviour, commitment, and productivity. A balanced organizational climate keeps its work force satisfied and productive through any means necessary. It was found that employees prefer to work in an environment where the work is centralised and streamlined. This assists in avoiding role conflicts and promotes organisational citizenship behaviour. Competency of the superiors also play a major role in enhancing the organizational climate. While a competent supervisor will empower his subordinates, it is also possible that a incompetent supervisor will lead to dissatisfaction among the employees. It was observed that employees give much importance to the organizational values.

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