

# Assessing The Perceived Organisational Climate; Finding Out The Dominant And Backup Motives; And Identifying The Functional And Dysfunctional Motives In The Indian Automotive Industry.

\* Dr. Sulabh Sharma

\*\* Er. Aditya Sharma

## Abstract

### Purpose

Since the automotive industry contributes more than 7% to the total GDP of our country its of paramount importance that it can withstand the onslaught of both internal and global competition. It is possible only when, besides some other factors, there exists an ideal Organisational Climate in both the automotive industry as a whole and also in its individual units across the country. Therefore, there is a need for accessing the perceived Organisational Climate, finding out the Dominant and Backup Motives and also identifying the Functional and Dysfunctional Motives prevailing in the Indian automotive industry so that the remedial steps may be undertaken to improve the health of the industry.

### Research Design

The present paper is primarily descriptive in nature as it describes the status of the perceived Organisational Climate, find out the Dominant and backup Motives and also identifies the Functional and Dysfunctional Motives in the automotive industry.

### Universe

The universe of the present study is the Indian automotive industry.

### Population and Selection of Sample Units

As there are only three main industrial belts manufacturing two and four wheelers, the largest of these belts viz., Gurugram-Manesar-Bawal industrial belt, which produces two-thirds of passenger cars and 60% of two-wheelers manufactured in the country, has been chosen for the present study and therefore, the population of the study comprises the employees of the automotive organisations located in this sample belt. Besides, following the purposive convenience sampling, a total of 12 units – 4 from each of the three ( Gurugram, Manesar and Bawal ) regions were selected as sample units for the study.

### Sample Size

315 employees who filled in the questionnaires appropriately, constitute the respondents for the present study.

### Data Collection and Research Instruments

Data were collected from both the primary and secondary sources using two questionnaires framed for the purpose.

### Objectives

1. To access the perceived Organisational Climate among the respondents of the all the three regions, COLLECTIVELY, i.e. aggregated of all the three regions as a whole or as one entity, and also finding out the Dominant and Backup Motives, and the status of Functional and Dysfunctional Motive.
2. To access the perceived Organisational Climate among the respondents of the all the three regions, INDIVIDUALLY, i.e. region-wise, and also finding out the Dominant and Backup Motives, and the status of Functional and Dysfunctional Motive.

### Findings

The Indian automotive industry as a whole as also its various units needs to improve the identified Functional Motives and eliminate or, at least, minimize the identified Dysfunctional Motives so as to improve the Organizational Climate of the automotive industry.

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\* Sr. Vice President – R&D, NPD and QA, Revolt Intellicorp Ltd. IMT Manesar.

\*\* PLM Systems Engineer, Infosys Bangalore.

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## Introduction

The automotive industry contributes more than 7% to the GDP of our country. Today India is not only the second largest world manufacturer of two-wheelers but also the fifth largest manufacturer of commercial vehicles. However, the automotive industry in our country is facing severe competition, both domestic and international, besides a lot of uncertainties lying ahead both in near and distant future. Hence, in addition to other things, the industry needs a highly motivated workforce which, to a very large extent, depends on the Organizational Climate prevailing in the automotive individual units as well as in the industry as a whole. It is therefore, desirable to assess and analyse the respondents' perceived Organizational Climate, find out the Dominant (which motivates the workforce) and Backup (which retards and demotivates the workforce) Motives, and identify the Functional Motives in the automotive industry so as to enable the automotive industry as a whole as also its various units, to improve their Functional Motives and eliminate or, at least, minimize their Dysfunctional Motives. This is what the present paper deals with.

## Research Design

The present paper is primarily descriptive in nature as it studies and describes the present status of the various motives present in the Organizational Climate of Indian automotive industry. [According to Pareek, U. (1989), there are six motives which are either Functional (positive) or Dysfunctional (negative) Motives in Organizational Climate. While *Achievement*, *Expert Influence* and *Extension* are Functional Motives, *Dependency*, *Control* and *Affiliation* are viewed as Dysfunctional Motives.] When we analyse the responded questionnaires, we come across the status of the Dominant Motives and Backup Motives for further study.

### Universe

The universe of the study is the Indian automotive industry.

### Population and Selection of the Sample Units

The automotive industry is too big to include the whole of it in the present paper. Hence, the choice fell on the Gurugram-Manesar-Bawal industrial belt (Northern India) as it is one of the three main automotive hubs, which produce two-thirds of the passenger cars and sixty percent of the motorcycles manufactured in India in addition to production of a huge quantity of components required for the industry. The two other industrial belts include Chennai (Southern India) and Pune and Ahmednagar (Western India). Hence the population of the study comprises the employees of the units located in the sample belt of Gurugram-Manesar-Bawal industrial belt. So far as the sample units are concerned, following the purposive convenience sampling, a total of 12 units (i.e. four units from each of the three regions viz. Gurugram region, Manesar region and Bawal region) were selected as the sample units for the present study. In this regard, out of the four units from each region, two units employing 500 employees and two units employing less than 500 employees were chosen.

### Sample Size

Only three percent of the total employees from the middle, lower and non-managerial level employees from each of the sample units were selected as sample (top level employees were not considered as they are too less in number and further that they had paucity of time to fill up the questionnaire and interact with the researcher)

### Data Collection and Research Instruments

Data were collected from both the primary and secondary sources, using two numbers of structured questionnaires. The duly filled in questionnaires were received from 315 respondents – 105 respondents from each of the three regions. Appropriate research instruments were used to analyse the data.

### Objectives

- I. To assess the perceived Organisational Climate among the respondents of all the three regions, COLLECTIVELY, i.e. aggregated all the three regions as a whole or as one entity; to find out the Dominant and Backup Motives; and also to identify the Functional and Dysfunctional Motives.
- II. To assess the perceived Organisational Climate among the respondents of the all the three regions, INDIVIDUALLY, i.e. region-wise; to find out the Dominant and Backup Motives; and also to identify the Functional and Dysfunctional Motives.

### Findings

#### I) Perceived Organisational Climate amongst respondents of Gurugram-Manesar-Bawal industrial belt, aggregated as a whole, or as one entity; Dominant and Backup Motives; and identify the Functional and Dysfunctional Motives (i.e. First Objective)

Based on Table 1 which represents mean score of six motives of perceived Organizational Climate, the mean index scores of all the six motives of Organizational Climate as perceived by the respondents of sample units in the Gurugram-Manesar-Bawal industrial belt, as a whole, or as one entity, are in the following order:

***Control*>*Dependency*>*Affiliation*>*Achievement*>*Expert Influence*>*Extension***

For respondents in the sample units of Gurugram-Manesar-Bawal industrial belt, as a whole, *Control* motive has the highest mean index value (57) among all six motives of perceived Organisational Climate. The next highest mean index value (55) is for *Dependency* motive. Hence, *Control* is the dominant motive while *Dependency* is the backup motive of perceived Organisational Climate.

A *Control-Dependency* profile suggests that the overall perceived Organisational Climate in the sample units is dominated by both rigid hierarchy and bureaucracy due to which the making of decisions is usually got delayed because of approval to be sought for actions from higher authorities. Employees depend on seniors for their growth and development, etc. (Pareek, 1997). Those subordinates who follow laid down rules and procedures both in letter and spirit, usually receive protection and better treatment from seniors as they attach a lot of importance to rules and procedures. This type of organizational climate is usually come across in the functioning of most government offices. (Pareek, 1997)

It is also noticed from Table 1 that *Affiliation* motive ranks third(48) in the hierarchy of mean index value which suggests that the need to form groups as also the informal relationship is secondary to following rules and regulations. *Achievement* motive ranks fourth which suggest that results get priority over *Expert Influence* and *Extension* motives which rank fifth and sixth respectively as these two motives scoreless and therefore, are less strong among the respondents aggregated as a whole in the sample units of the Gurugram-Manesar-Bawal industrial belt of the automotive industry.

Hence, it can be concluded that *Control* and *Dependency* motives form the dominant and backup motives respectively, of the perceived Organisational Climate profile in the sample units of the Gurugram-Manesar-Bawal industrial belt, as a whole. This type of Organisational Climate is usually found in the government offices. The findings of this study are supported to a great extent by Purohit and Wadhwa (2012), Singh (2015), Sharma (2015), etc., where *Control* or *Dependency* motive was found to be either dominant or backup motive for the organization(s).

Another noteworthy feature is that while the dysfunctional motives occupy first, second and third places, the functional motives are at number fourth, fifth and sixth in the ranking of motives. This shows the dominance of dysfunctional motive over functional motive which is not an appreciable characteristic for the sample organizations under reference. The above findings and results have been summarized in Table 2 which is self-explanatory.

## II) Perceived Organisational Climate among the respondents of three regions, individually i.e. region-wise, and also finding out the Dominant and Backup Motives; and identify the Functional and Dysfunctional Motives (i.e. Second Objective)

This section aims at assessing the perceived Organisational Climate among the respondents of three regions, viz., Gurugram, Manesar and Bawal, in the Gurugram-Manesar-Bawal industrial belt of automotive industry, individually i.e. region-wise; finding out the Dominant and Backup Motives; and finding out the Functional and Dysfunctional Motives, which is the second objective of the present study. This section is divided into three sub sections:

- Perceived Organisational Climate among the respondents of all the sample units of the Gurugram region; finding out the Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives.
- Perceived Organisational Climate among the respondents of all the sample units of the Manesar region; finding out the Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives.
- Perceived Organisational Climate among the respondents of all the sample units of the Bawal region; finding out the Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives.

Table 3 gives clear picture of distribution of motives in all the three regions, (Gurugram, Manesar and Bawal), individually, i.e. region-wise in the Gurugram-Manesar-Bawal industrial belt of automotive industry.

### Gurugram Region

#### Mean Index Scores of Perceived Organisational Climate in the Gurugram region; Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives

While the mean index scores have already been displayed in Table 3, a graphical presentation of mean index value of Organisational Climate as perceived by the respondents of Gurugram region in the Gurugram-Manesar-Bawal industrial belt of automotive industry, is given in Figure 2.

It is evident from both Table 3 and Figure 2 that *Control*, *Dependency* and *Expert Influence* motives have higher mean index scores, and the remaining three motives- *Affiliation*, *Achievement* and *Extension* form the bottom of rid of the equation respectively as follows:

***Control*>*Dependency*>*Expert Influence*>*Affiliation*>*Achievement*>*Extension***

While Table 3 presents the results of the perceived Organisational Climate in Gurugram region, Figure 2 presents the same graphically, which greatly resemble (in hierarchy) with the results of the perception of all the respondents of all the three regions of the Gurugram-Manesar-Bawal industrial belt, as one entity, except that while in the former case (sample units of Gurugram region) *Expert Influence*, *Affiliation* and *Achievement* are ranked at the third, fourth and fifth places respectively in the hierarchy, in the latter case (all the sample units of the Gurugram-Manesar-Bawal industrial belt, as a whole). *Affiliation*, *Achievement* and *Expert Influence* are ranked at the third, fourth and fifth place respectively.

Thus, for the respondents in the Gurugram region sample units, *Control* motive has the highest mean index value (58) among all six motives of perceived Organisational Climate and the next highest mean index value(55) is for *Dependency* motive. Hence, *Control* motive is the dominant motive while *Dependency* is the backup motive of Organisational Climate as perceived by the respondents of Gurugram region.

A *Control-Dependency* climate profile suggests that the respondents of Gurugram region in the Gurugram-Manesar-Bawal industrial belt of automotive industry are dominated by both rigid hierarchy and bureaucracy. As such decision making is usually got delayed because approval for actions is to be sought from higher automotives. In such a scenario, senior officials extend protection and favour to those employees who follow rules and procedures rigidly as is the case in the functioning of most government offices. However, in today's functioning in the corporate sector, organizations are moving towards flat structure by and by. Besides, employees have to depend on their seniors for their own growth and development. *Control* and *Dependency* which are the dominant and backup motives respectively, are dysfunctional motives and further that *Affiliation* which is also a dysfunctional motives, occupies fourth place in the line. However, *Expert Influence* which is a functional motive, occupies the third place in the ranking. That's the only good point. But *Achievement* and *Extension* which are also functional motives, occupy fifth and sixth places in line. Overall, the results of the perceived Organisational Climate in Gurugram region sample units do not present a healthy picture as it is primarily a few senior people who *Control* and dominate and demand respect from all other employees of the organization and employees depend on seniors for their own growth and development, etc.

The findings are supported by Purohit & Wadhwa (2012), Singh (2015), Sharma (2015), etc., where *Control* or *Dependency* motive was found to be either dominant or backup motive.

### Manesar Region

#### Mean Index scores of perceived Organisational Climate in the Manesar region;

#### Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives

While the index scores of motives of perceived Organisational Climate in Manesar region are reflected in Table 3, their graphical presentation is shown in Figure 3

In the case of perceived Organisational Climate in the Manesar region, it is obvious from both Table 3 and Figure 3 that while *Control*, *Dependency* and *Affiliation* motives have higher mean index values, the remaining three motives- *Expert Influence*, *Achievement* and *Extension* form the bottom grid of the equation respectively as follows:

***Control*>*Dependency*>*Affiliation*>*Expert Influence*>*Achievement* >*Extension***

Thus, for the respondents from Manesar region sample units, *Control* motive has the highest mean index value (60) amongst all six motives of perceived Organisational Climate and the next highest mean index value(55) is for *Dependency* motive. Hence, *Control* motive is the dominant motive while *Dependency* is the backup motive of Organisational Climate as perceived by the respondents of Manesar region.

A *Control-Dependency* climate profile, suggests that the respondents of Manesar region in the Gurugram-Manesar-Bawal industrial belt of automotive industry are dominated by both rigid hierarchy and bureaucracy. Hence, decision making is usually gets delayed

as approval for actions is to be sought from higher authorities. In such circumstances, those respondents who follow rules and procedures rigidly, get protection and support from their seniors as usually happens in the functioning of government offices. Dependence on seniors for the growth and development of employees is another feature. Besides, *Control* and *Dependency* motives which both dysfunctional motives, are dominant and backup motives respectively, and are ranked at number one and two positions respectively. Even at third position, there is *Affiliation* motive which is also a dysfunctional motives. That's way, based on the ranking of first three motives, Gurugram region sample units are in a better position as compared to their counterparts in the Manesar region, and are similar to the findings of the three regions as a whole. However, Manesar region units are in a better position than the units of Gurugram region if the motive at the fourth place is compared between the two because in Manesar region sample units the fourth place is in the ranking is occupied by *Expert Influence* motive which is a functional motive whereas in the Gurugram region sample units it is the *Affiliation* motive which is a dysfunctional motives that occupies the fourth rank. So far as the ranking of the remaining two motives (*Achievement* and *Expert Influence*) is concerned, in both the Gurugram region and the Manesar region sample units, the said two motives occupy the same positions in the ranking i.e. fifth and sixth respectively. Hence, no difference between the two regions. If compared with the three regions as a whole, the last three positions in both are occupied by functional motives.

Thus, the results of the perceived Organisational Climate as perceived by the Manesar region respondents is not very encouraging because in such a scenario only a few senior people *Control* and dominate and seek respect from all other employees of the enterprise and there is an element of *Dependency*.

The findings are supported by Purohit & Wadhwa (2012), Singh (2015), Sharma (2015), etc., where *Control* or *Dependency* motive was found to be either dominant or backup motive.

### **Bawal Region**

#### **Mean Index scores of perceived Organisational Climate in the Bawal region;**

#### **Dominant and Backup Motives; and identifying the Functional and Dysfunctional Motives**

While Table 3 reflects the mean index scores of perceived Organisational Climate in the Bawal region, Figure 4 shows the graphical presentation of the scores.

As far as the mean index values of perceived Organisational Climate in the case of respondents of the Bawal region sample units are concerned, the same are depicted in Table 3 A graphical presentation of the same is shown in Figure 4.

The perception of the Bawal region respondents about the Organisational Climate in their organizations is depicted in Table 3. A graphical representation of the same is also shown in Figure 4. It is obvious from the above mentioned artifacts that *Dependency*, *Control* and *Expert Influence* have higher mean index value whereas the remaining three motives, viz., *Achievement*, *Affiliation* and *Extension* form the bottom grid of the equation respectively. The order of motives is as follows:

***Dependency*>*Control*>*Expert Influence*>*Achievement*>*Affiliation*>*Extension***

Hence, for the respondents of the Bawal region sample units, *Dependency* motive has the highest mean index value (60) amongst all six motives of perceived Organisational Climate and the next highest mean index value (57) is for *Control* motive. Therefore, *Dependency* motive is the dominant motive while *Control* is the backup motive of Organisational Climate as perceived by the Bawal region respondents.

A *Dependency-Control* climate profile suggests that decisions are made by a few people only who also *Control* the organization. In such organizations, there are clear-cut channels of communication (Pareek, 1997). There is usually a desire for help from others in developing and grooming oneself, a tendency to submit proposals and ideas, guidance from those having higher knowledge and expertise, and a tendency to seek approvals (Pareek, 1997). There are therefore, a few senior people in the organization who remain in lime light.

Thus, *Dependency*, *Control* and *Affiliation* which all are dysfunctional motives, occupy first, second and fifth places in the ranking whereas the functional motives, viz. *Expert Influence*, *Achievement* and *Extension* occupy third, fourth and sixth places. The findings are supported by Purohit & Wadhwa (2012), Singh (2015), Sharma (2015), etc., where *Control* or *Dependency* motive was found to be either dominant or backup motive in the organization(s) concerned.

The conclusion of the comparison of the mean index scores of sample units of the three regions individually reveals that as far as the order of functional motives in the case of Gurugram region is concerned, it is third, fifth and sixth, whereas in the case of Manesar region it is fourth, fifth and sixth, and in the case of Bawal region the order is third, fourth and sixth. In this way Bawal region is at the top, followed by Gurugram region and Manesar region respectively.

Hence, the order of dysfunctional motives in the ranking in the case of Gurugram region is first, second and fourth; in the case of Manesar region it is first, second and third; and in case of Bawal, it is first, second and fifth.

Thus, the result shows that overall, Bawal region has slightly better organizational Climate which is more conducive for the growth of sample units, followed by Gurugram region and Manesar region units respectively.

The above-mentioned findings and results obtained thereof have been presented in a summarized form in Table 4 which is self-explanatory.

### **(TABLES AND FIGURES)**

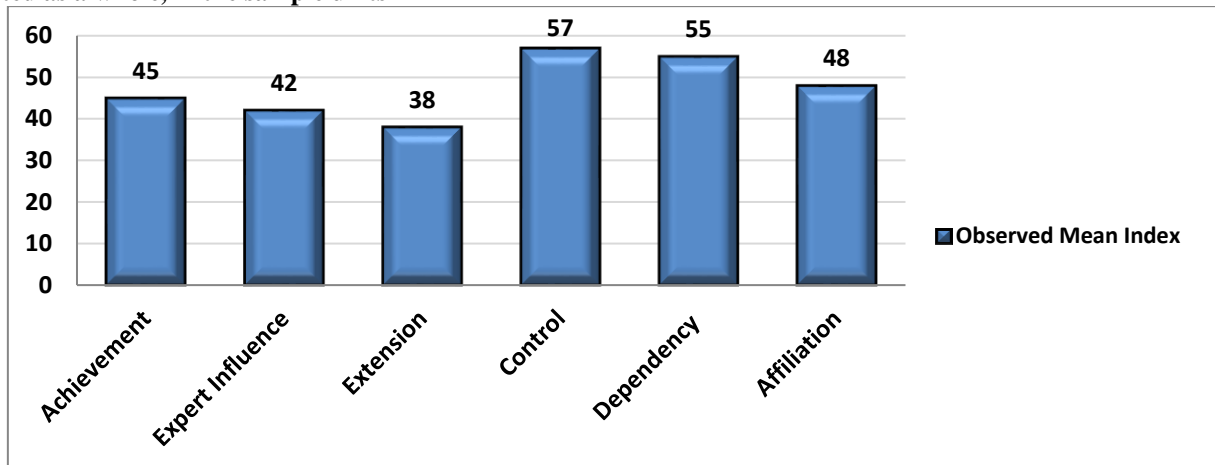
**Table 1 Mean Index scores for perceived Organisational Climate among respondents, aggregated as a whole, or as one entity, in the sample units**

Motives	N	Computed Mean Index	Ranking
<i>Achievement</i>	315	45	IV
<i>Expert Influence</i>	315	42	V

<i>Extension</i>	315	38	VI
<i>Control</i>	315	57	I
<i>Dependency</i>	315	55	II
<i>Affiliation</i>	315	48	III

Source: Primary Data

**Figure 1 Mean Scores for perceived Organisational Climate among respondents, aggregated as a whole, in the sample units**



Source: Primary Data

**Table 2 Findings in respect of First Objective (Refer Table 1)**

Dominant Motive	Backup Motive	Ranking Order of Motive	Overall, Dominance of Functional Motives or Dysfunctional Motives
Control [because of Highest Mean Index (57)]	Dependency [because of Second Highest Mean Index(55)]	Control>Dependency>Affiliation > Achievement> Expert Influence>Extension	Dysfunctional Motives

Source: Based on Table 1

Note: Findings are supported by Purohit and Wadhwa (2012), Singh (2015) and Sharma (2015)

**Table 3 Mean Index scores for perceived Organisational Climate in all three regions, individually, i.e. region-wise.**

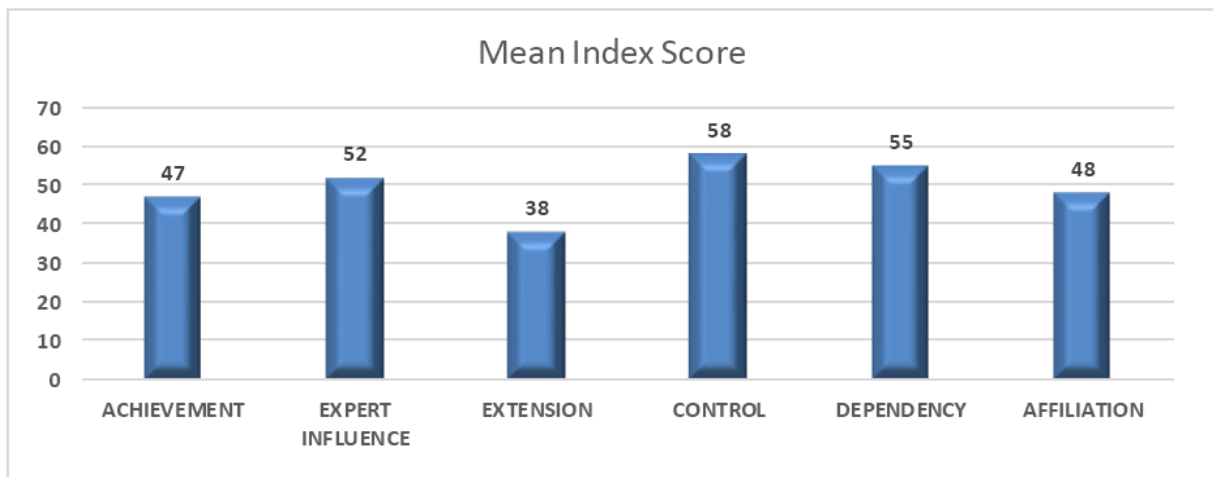
Motives	Gurugram		Manesar		Bawal	
	Mean Score	Ranking	Mean Score	Ranking	Mean Score	Ranking
*Achievement	47	V	46	V	53	IV
*Expert *Influence	52	III	48	IV	55	III
*Extension	38	VI	42	VI	52	VI
*Control	58	I	60	I	57	II
*Dependency	55	II	55	II	60	I
*Affiliation	48	IV	50	III	52	V

Source: Primary Data

\*Functional Motives

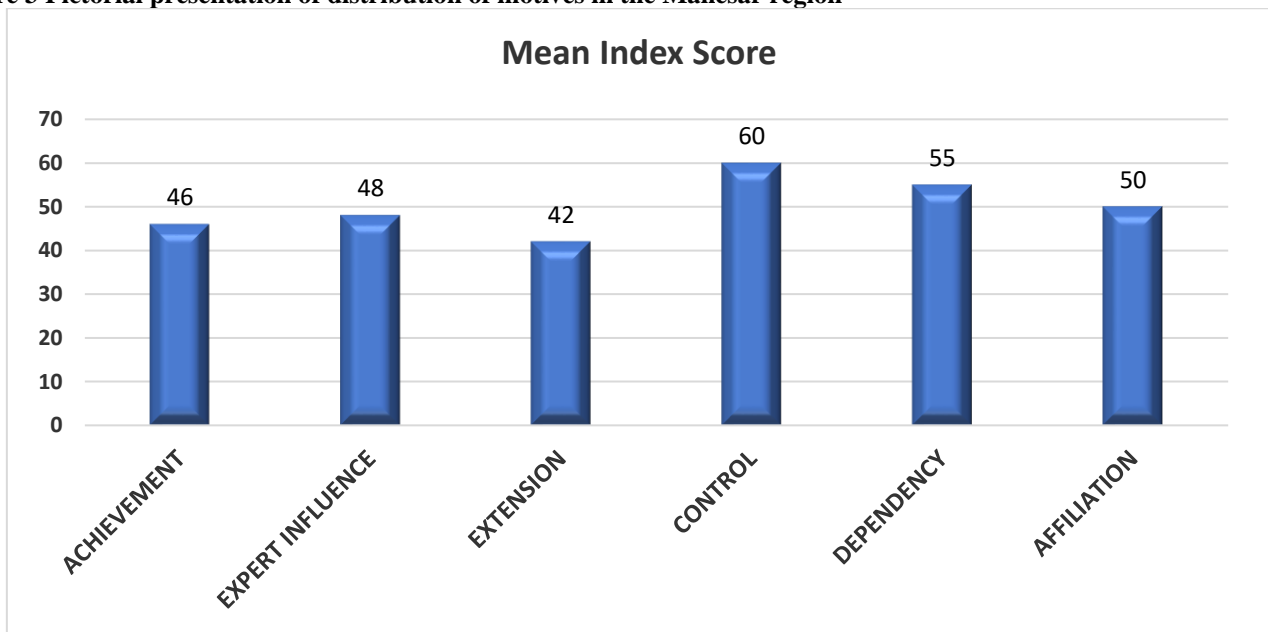
\*\* Dysfunctional Motives

**Figure 2 Pictorial presentation of distribution of mean index scores of perceived Organisational Climate in the Gurugram region**



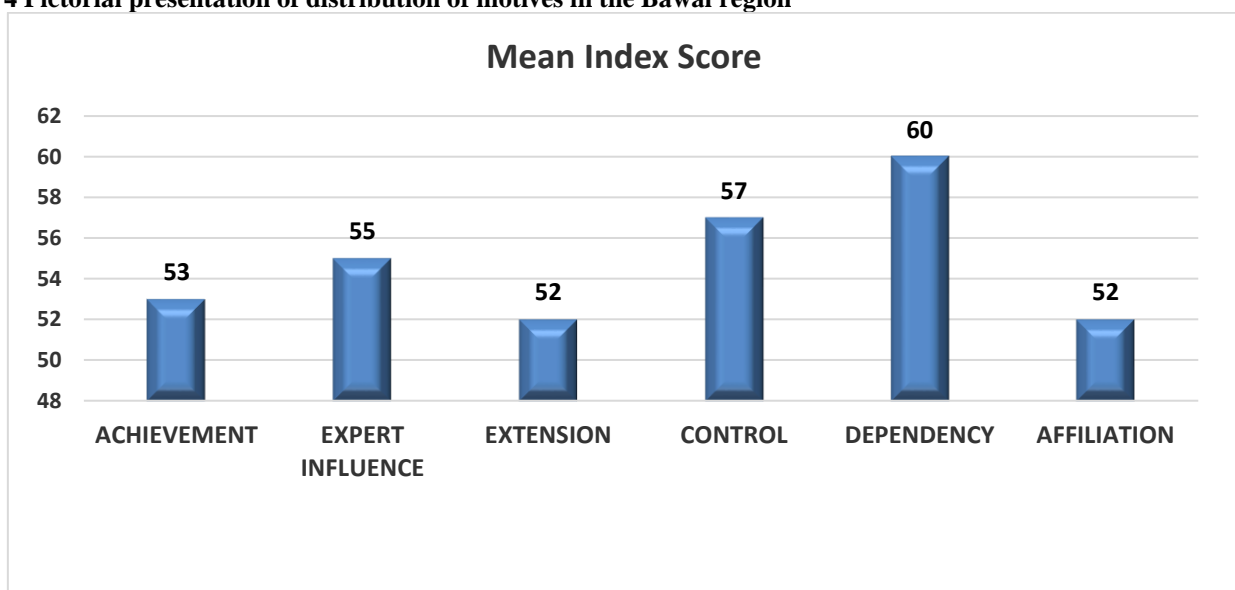
Source: Primary Data

Figure 3 Pictorial presentation of distribution of motives in the Manesar region



Source: Primary Data

Figure 4 Pictorial presentation of distribution of motives in the Bawal region



Source: Primary Data

Table 4 Findings with regard to Second Objective based on the analysis of Mean Index Scores (Refer Table 3)

Region	Dominant	Backup	Ranking Order

	Motive	Motive	of Motives	Overall Dominance of Functional Motives or Dysfunctional Motives
Gurugram	Control (58) [because of highest Mean Index]	Dependency (55) [because of second highest Mean Index]	Control> Expert Affiliation> Extension (Mean Scores – 58,55,52,48,47 & 38 respectively)	Dysfunctional Motives
Manesar	Control (60) [because of highest Mean Index]	Dependency (55) [because of second highest Mean Index]	Control> Expert Affiliation> Influence> Achievement> Extension (Mean Scores – 60,55,50,48,46, & 42 respectively)	Dysfunctional Motives
Bawal	Dependency (60) [because of highest Mean Index]	Control (55) [because of second highest Mean Index]	Dependency>Control>Expert Influence>Achievement> Affiliation> Extension (Mean Scores – 60,57,75,53,52 & 52 respectively) [ Bawal region is <b>slightly</b> better than Gurugram & Manesar regions because of slightly better rank order ]	Dysfunctional Motives

Source: Based on Table 3

Note: Findings are supported by Singh (2015) and Sharma (2015)

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