

Organizational Climate in Certain Selected Electrical Companies of India: A Comparative Study of Male vs. Female

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ABSTRACT

The present study investigates gender-wise perceptions of organizational environment and their impact on employee behavior and performance in selected Indian electrical companies. With women's increasing contribution to national income and employment, it becomes essential to identify factors affecting organizational climate and provide measures to provide a supportive work environment for employees of both genders. The study is based on primary data collected from 300 employees in lower and middle management, as well as 25 top-level management personnel in Mumbai, Pune, Baroda, and Daman. Key findings highlight that while friendly atmosphere and free communication are valued, disparities persist in areas such as leadership styles and job satisfaction and Decision –making participation. Further the study recommends for creating a more inclusive and productive organizational climate, focusing on HR policies, conflict resolution, and cultural diversity acceptance.

KEYWORDS:

Organizational Climate, Job Satisfaction, Leadership Styles and HR Policies.

INTRODUCTION

Since ages efforts are made to study organizational climate so as to make efforts to make the climate as congenial as possible in a way that would facilitate achievement of organizational objectives in a better way. Contribution of women in the economic development of the nation cannot be overlooked. Much has been done, yet much more needs to be explored. The study has been undertaken to provide some guidelines to the managers and employees to make the climate better worthy of working for employees belonging to both genders.

Need for the study

Today, women have started plunging in to the employment market. Their contribution to national income has increased drastically. Proactive steps are vital for any organization if it has to survive in dynamic times. Until the organizations of today show any willingness for change, no progression of any sort can take place in any area. In order to identify the areas for change, there is an urgent need to look within. First step is to identify the factors that influence the behavior of members belonging to different gender. This study will help to identify the factors influencing organizational climate that have an impact on employees' level of job performance.

Review of literature

Hofstede (2002) suggested that various subgroups can be differentiated not only according to their ethnic/cultural background, but also gender and employment. Their members have rather

different attitudes toward various domains of social relationships including organization by which they are employed. Maaja et al. (2002) believes that attitudes toward family have diverse impact on the organizational culture. The general attitude toward organizational tasks confronts family loyalty and it means that familism overrules the organizational members' wish to support the organizational task. Indeed, this circumstance would create emotional dissonance for organizational members. Abraham (1998) argues that social support (i.e., large social networks of family, spouse) is one of the moderating factors in the model of emotional dissonance in the organizational setting. Weaver (1980) reported that age differences were found to be affecting employee's job satisfaction more than those associated with other personal factors such as education and gender. There are many studies that reported a positive relationship between gender and job satisfaction. As the researcher researched that family environment and work environment are the two factors that contribute to the enhancement of complications or problems for employed women, and between the two, the non job factors or family-related factors weigh more importantly for women (Joshi 1990).

The Objective of the Study

1. To make a gender wise comparative study the status of organizational climate prevailing in the selected electrical companies in India.
2. To trace out the causes responsible for adverse organizational climate and to come out with recommendations to make the climate congenial in order to facilitate better performance.

RESEARCH METHODOLOGY

The study is based on primary data collected through structured questionnaires distributed among employees of selected electrical companies. The questionnaire was divided into two broad categories- one set for employees, officers etc i.e. personnel belonging to middle level management and the second one for personnel belonging to top level management. The regions comprised of Mumbai, Pune, Baroda and Daman. The sample comprised of 300 employees/ personnel belonging to lower level and middle level and 25 personnel belonging to top level management were selected with the help of random sampling. The data collected from the different sources has been classified and arranged in tables according to the requirements of analysis. Two paired independent, test, tabular analysis and simple statistical techniques have been used. The interpretation of data is based on rigorous exercise aiming at the achievement of study objectives.

On the basis of research questions and review of related literature the following hypotheses have been formulated:

Hypothesis: The male as well as female employees have same opinion regarding constituents of organizational climate.

Hypothesis: The opinions of male and female employees regarding effect of organizational climate are equally distributed.

Hypothesis: There is no gender disparity in the organizations.

Hypothesis: All the members in the organization accept cultural diversity.

Hypothesis: Male members have more positive opinion regarding job description

Hypothesis: There is no difference in the opinion of male members and female members regarding leadership styles.

Hypothesis: Male members get more frustrated as compared to female members.

Hypothesis: HR policies are implemented satisfactorily in organizations

Hypothesis: Organizations are aware of HR practices and implement policies satisfactorily.
Hypothesis: Both male employees as well as female employees are equally satisfied with inter-personal relations in the organizations.
Hypothesis: Collective attitude of members affect individual behavior of members in the organizations.

RESULT AND DISCUSSION

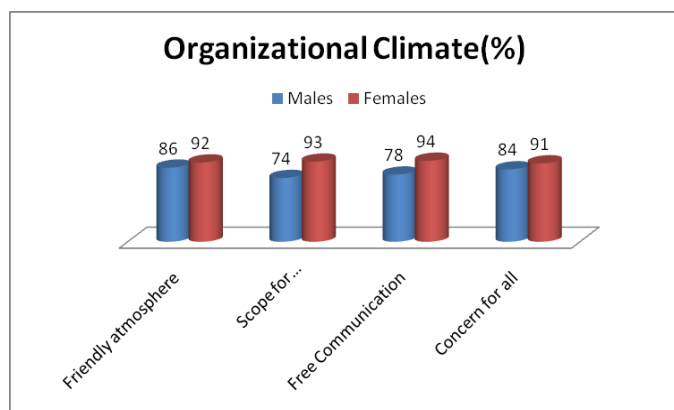


Figure 1. A Genderwise Study of Organizational Climate in Electrical Companies in India

It is clear from the graph that the expectations of female employees for freedom in communication and scope for socialization are considerable high to the percentile of 94% and 93% respectively, as against the percentile of male employees to 78% and 74% respectively.

Table 1. Gender wise Comparison of Constituents of Organizational Climate

| Constituents of Organizational Climate | Male | | | | Female | | | | t value |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Friendly Atmosphere | 3.72 | 1.268 | -0.804 | -0.421 | 3.24 | 1.020 | -0.821 | -0.923 | 3.369 |
| cope for Socialization | 3.65 | 1.178 | -0.751 | -0.486 | 4.03 | 0.756 | -1.586 | 5.330 | -3.018 |
| Free Communication | 3.58 | 1.176 | -0.447 | -0.899 | 3.78 | 0.909 | -0.962 | 1.183 | -1.555 |
| Concern for all | 3.31 | 1.419 | -0.048 | -1.600 | 2.59 | 1.066 | 0.300 | -1.349 | 4.674 |

Male employees voted more for 'friendly atmosphere' and 'concern for all', while female employees have voted more for 'scope for socialisation' and 'free communication'. The t value at 5% degree of freedom is much significant than the table value (1.96), which compels us to reject the null hypothesis that both, the male as well as female employees have same opinion regarding constituents of organizational climate. The figures of skewness and kurtosis support the finding.

Table 2. Gender wise Comparison of Effect of Climate on Certain Attributes

| Effect of Climate on Following Attributes | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Level of Stress | 2.89 | 1.134 | 0.497 | -1.267 | 3.07 | 0.839 | -0.138 | -1.570 | -1.437 |
| Quality of work life | 3.74 | 1.306 | -0.670 | -0.897 | 4.07 | 0.783 | -1.054 | 1.456 | -2.466 |
| Involvement | 3.63 | 1.301 | -0.340 | -1.359 | 2.80 | 1.256 | 0.299 | -1.204 | 5.389 |
| Less Absenteeism | 3.43 | 1.255 | -0.366 | -1.162 | 3.63 | 0.953 | -0.864 | -0.475 | -1.466 |
| Retention Rate | 3.58 | 1.190 | -0.471 | -0.884 | 3.26 | 0.657 | -0.332 | -0.725 | 2.572 |
| Level of Job Satisfaction | 3.47 | 1.223 | -0.299 | -1.149 | 3.28 | 0.741 | -0.501 | -1.022 | 1.456 |

Here also the t value at 5% degree of freedom is much significant than the table value (1.96), which compels us to reject the null hypothesis. The opinions of male and female employees regarding effect of climate are not equally distributed. One thing that can be clearly inferred from the table is that organizational climate has impact on employees' performance.

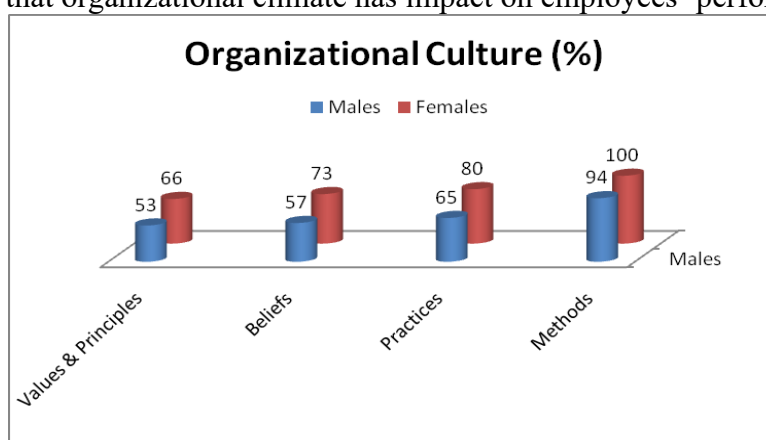


Figure 2. Attributes Constituting Organizational Culture

In case of all the four attributes accorded to organizational culture viz., values & principles, beliefs, practices and methods, female employees have voted more to the extent of 66%, 73%, 80% and 100% against the votes of 53%, 57%, 65% and 94% respectively of male employees. Both, male as well as female employees have given maximum votes to the attributes-practices and methods. This goes with the study of Fombrun, (1984).

Table 3. Gender wise Comparison of Disparity in Organizations

| Disparity in Organizations in terms of- | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Gender | 2.46 | 0.884 | - | -0.923 | 2.86 | 0.353 | - | 2.260 | - |

| | | | | | | | | | |
|----------------------------------|------|-------|------------|--------|------|-------|------------|--------|------------|
| | | | 1.030 | | | | 2.054 | | 4.566 |
| Nationality | 2.80 | 0.482 | - 2.484 | 5.470 | 2.88 | 0.323 | - 2.414 | 3.898 | - 1.528 |
| Organizational Position | 2.95 | 0.278 | - 6.203 | 39.055 | 2.95 | 0.248 | - 6.102 | 40.201 | - 0.080 |
| Educational Qualification | 2.85 | 0.525 | - 3.279 | 8.844 | 2.30 | 0.669 | - 0.427 | -0.758 | 7.964 |
| Family background | 2.60 | 0.804 | - 1.504 | 0.264 | 2.53 | 0.501 | - 0.128 | -2.020 | 0.784 |

Female employees have given more votes to gender and nationality as the factors influencing culture as compared to male members. Male members have caste their votes more on educational qualification and family background as influencing factors. So far as organizational position is concerned, both, males and females conferred equal number of votes. The study of t test at 5% degree of freedom suggests from the rejection of null hypothesis that there is no gender disparity in the organizations.

Table 4. Gender wise Comparison of Cultural Diversity in Organizations

| Attributes | Male | | | | Female | | | | t value |
|-----------------------------------|-------------|----------|------------|----------|---------------|----------|----------|----------|----------------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Welcome Cultural Diversity | 2.10 | 0.878 | - 0.198 | -1.682 | 1.95 | 0.227 | -3.998 | 14.244 | 1.817 |

The t value 1.817 is much close to the table value of 1.96 which indicates that the null hypothesis that all the members in the organization accept cultural diversity can be accepted.

Table 5. Gender wise Comparison of Attributes Constituting Job Description

| Job Description | Male | | | | Female | | | | t value |
|--|-------------|----------|------------|----------|---------------|----------|------------|----------|----------------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| You are appointed at right job | 2.63 | 0.628 | - 1.480 | 1.005 | 2.77 | 0.425 | - 1.272 | -0.389 | -2.027 |
| Your job is changed at regular interval | 2.56 | 0.732 | - 1.306 | 0.133 | 1.88 | 0.772 | 0.205 | -1.285 | 7.534 |
| Changing job affect your performance | 2.89 | 0.362 | - 3.452 | 12.130 | 2.36 | 0.501 | 0.367 | -1.335 | 10.555 |

The comparative score table above clearly reflects more positive response of male employees as compared to female employees regarding their opinion about job description. The table

indicates that the personnel positions of female employees is changed less as compared to male employees. Overall, the t test analysis suggests to accept the null hypothesis that members have favorable opinion about job description.

Table 6. Gender wise Comparison of Leadership Styles in the Organizations

| Leadership Styles | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Satisfied with leadership style | 3.85 | 1.239 | -0.638 | -0.909 | 3.58 | 0.869 | -1.340 | 1.847 | 2.022 |
| Your superiors motivate you to do work | 4.10 | 1.042 | -1.047 | 0.593 | 3.38 | 1.000 | -0.268 | -0.544 | 5.836 |
| Superiors appreciate | 4.20 | 0.990 | -1.477 | 1.757 | 3.55 | 1.312 | -0.368 | -1.314 | 4.864 |
| Superiors explain you task properly | 4.20 | 1.097 | -1.555 | 1.747 | 3.70 | 1.014 | -2.139 | 3.366 | 3.904 |
| Superiors involve you in decision-making | 3.09 | 1.432 | 0.115 | -1.421 | 2.95 | 1.513 | -0.469 | -1.665 | 0.824 |
| Superiors believe in delegating task | 4.15 | 0.958 | -1.560 | 2.565 | 4.82 | 5.362 | 7.217 | 51.664 | -1.666 |

On comparing the data of male and female employees working in Electrical companies, keeping aside the attribute ‘Superiors believe in delegating task’ wherein the score of female employees (4.82, 7.217) is more than male employees, we can clearly draw out the inference that in case of attributes like satisfaction with leadership styles, motivation of superiors for employees, their appreciation for the work done by employees, explanation power and attitude of involving subordinates in decision-making, it was observed that male employees asserted more positively (3.85, -.638; 4.10,-1.047;4.20,-1.477; 4.20,-1.555 and 3.09,.115 respectively) as compared to the female employees (3.58,-1.340;3.38,-.268;3.55,-.368;3.70,-2.139 and 2.95,-.469 respectively). The t test reveals the fact that the opinion of male members and female members regarding leadership styles is quite diverse.

Table 7. Gender wise Comparison of Organizational Policies & Procedure Causing Frustration

| Organizational Policies & Procedure causing Frustration | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Unclear and ambiguous | 2.97 | .161 | - 5.949 | 33.745 | 2.64 | .585 | - 1.399 | .975 | 7.398 |
| Not same for all | 2.97 | .161 | - 5.949 | 33.745 | 2.64 | .585 | - 1.399 | .975 | 7.398 |
| Unnecessary | 2.93 | .327 | - 5.040 | 25.474 | 2.45 | .599 | -.581 | -.573 | 8.991 |

The magnitude of frustration could be seen more in case of male employees as compared to female employees. Again the magnitude of frustration (2.97, 2.97 and 2.97) in case of male employees is too high which clearly indicates the fact that immediate actions need to be taken to correct ambiguous and unnecessary policies. The comparison of t value with table values makes it very clear that the hypothesis has to be accepted in the above case.

Table 8. Gender wise Comparison of Policies in the Organizations

| Policies in the Organizations | Male | | | | Female | | | | t value |
|-------------------------------------|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Regular Updation | 1.76 | 0.664 | 0.316 | -0.766 | 1.85 | 0.703 | 0.223 | -0.947 | - 1.112 |
| Framed with employees' consultation | 1.17 | 0.453 | 2.746 | 6.998 | 1.50 | 0.601 | 0.750 | -0.391 | - 5.467 |
| Proper Implementation | 2.12 | 0.712 | - 0.173 | -1.011 | 2.26 | 0.684 | - 0.385 | -0.830 | - 1.726 |
| Regular Feedback | 2.43 | 0.612 | - 0.589 | -0.570 | 2.27 | 0.750 | - 0.491 | -1.068 | 2.053 |
| Proper communication | 2.71 | .521 | - 1.592 | 1.658 | 2.23 | .738 | -.404 | -1.065 | 6.508 |
| Consistency in theory and practice | 2.01 | 0.841 | - 0.010 | -1.589 | 1.68 | 0.763 | 0.605 | -1.031 | 3.298 |
| Managers Walk their Talk | 2.37 | 0.660 | - 0.558 | -0.678 | 1.90 | 0.797 | 0.181 | -1.401 | 0.440 |
| Same policies for all | 2.24 | 0.936 | - 0.505 | -1.678 | 1.36 | 0.772 | 1.687 | 0.862 | 8.398 |

For the first three variables inquiring about the regular upgradation of policies, and asking as to whether policies are framed with the consultation of employees and whether they are implemented properly or not, female employees gave comparatively positive response, though not satisfactory. When asked to respond to the variables inquiry about feedback of the policies implemented, their proper communication, consistency in theory and practices of managers, discipline of managers themselves and consistency in policies, male employees asserted more positively.

Table 9. Gender wise Comparison of HR Practices in the Organizations

| HR Practices in Organizations | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Wages & Salaries | 3.56 | 0.985 | - 1.419 | 1.711 | 3.86 | 0.610 | 0.077 | -0.351 | - 2.935 |
| Incentive pay plans | 3.15 | 0.958 | - 0.936 | -0.112 | 3.93 | 0.828 | 0.136 | -1.531 | - 7.100 |
| Performance Bonus | 3.05 | 1.366 | - 0.251 | -1.158 | 3.96 | 0.738 | - 1.050 | 1.747 | - 6.530 |
| Participation in Decision making | 2.72 | 1.663 | 0.293 | -1.564 | 2.41 | 1.410 | 0.078 | -1.908 | - 6.530 |
| Free & Open Communication | 3.92 | 0.980 | - 0.993 | 1.063 | 3.59 | 0.791 | - 0.824 | -0.015 | 2.932 |
| Overcoming Role Ambiguity | 3.57 | 1.445 | - 0.684 | -0.830 | 3.63 | 0.587 | 0.300 | -0.683 | - 0.449 |
| Appreciation | 3.90 | 1.039 | - 0.888 | 0.556 | 2.90 | 1.206 | - 0.028 | -1.369 | 7.566 |
| Socialization | 3.89 | 0.494 | - 1.837 | 6.120 | 3.48 | 0.502 | 0.091 | -2.029 | 7.013 |
| Counseling | 3.47 | 1.146 | - 0.472 | -0.033 | 2.54 | 1.320 | - 0.065 | -1.761 | 6.376 |
| Job enrichment | 3.52 | 1.070 | - 0.906 | 0.150 | 3.39 | 0.906 | - 0.404 | -1.014 | 1.127 |
| Job Enlargement | 3.22 | 1.178 | - 0.223 | -1.059 | 3.48 | 1.060 | - 0.033 | -1.214 | - 1.880 |
| Grievance Handling | 2.90 | 1.187 | 0.659 | -0.470 | 3.60 | 1.267 | - 0.442 | -0.837 | - 4.837 |

The above table shows that the opinions of male employees and female employees vary significantly. But, the overall study reveal quite satisfactory result on the basis of which it can be inferred that organizations are aware of HR practices and implement policies quite satisfactorily. The null hypothesis is thus accepted.

Table 10. Gender wise Comparison of Inter-Personal Relations in the Organizations

| Inter-Personal Relations | Male | | | | Female | | | | t value |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Helps Managers | 2.58 | 0.495 | -0.313 | -1.922 | 2.51 | 0.699 | -1.107 | -0.102 | 0.913 |
| Helps Subordinates | 2.04 | 0.865 | -0.072 | -1.666 | 1.95 | 0.976 | 0.091 | -1.968 | 0.756 |
| Helps Members | 2.65 | 0.740 | -1.726 | 1.093 | 2.68 | 0.587 | -1.717 | 1.899 | -0.412 |
| Facilitates informal relations among your selves | 2.64 | 0.770 | -1.680 | 0.832 | 2.44 | 0.860 | -0.994 | -0.903 | 2.066 |
| Facilitates informal relations with your superiors | 1.37 | 0.721 | 1.643 | 0.968 | 1.50 | 0.796 | 1.140 | -0.438 | -1.555 |

The null hypothesis that both male employees as well as female employees are equally satisfied with inter-personal relations in the organizations stands true in case of majority of the attributes mentioned above. However, so far as facilitating informal relations with superiors is concerned, the null hypothesis stands incorrect.

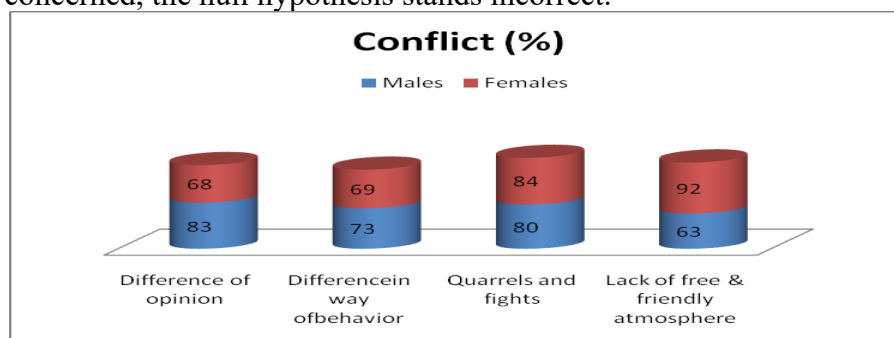


Figure 3. Attributes Constituting Conflict in Organizations

Male employees have give more weight age to ‘difference of opinion’ and ‘difference in way of behavior’ to as much as 83% and 73% as against 68% and 69% responses of female employees for the same attributes. As against this, female employees have given more weightage to ‘quarrels and fights’ and ‘lack of friendly atmosphere’ as the determinants of conflict to as much as 84% and 92% as against the responses of 80% and 63% of male employees for the same variables.

Table 11. Gender wise Comparison of Effect of Collective Attitude of Members

| Collective Attitude of Members | Male | | | | Female | | | | t value |
|--------------------------------|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Collective Behavior | 3.62 | 1.384 | -0.918 | -0.415 | 3.75 | 0.847 | 0.510 | -1.420 | -0.850 |

The t value (-.850) at 5% degree of freedom compel us to accept the null hypothesis that the collective behavior of members influence individual behavior of employees in the organizations.

Table 12. Gender wise Comparison of Effects of Conflicts in the Organizations

| Effects of Conflicts | Male | | | | Female | | | | t value |
|---------------------------------------|-----------|----------|----------|----------|-----------|----------|----------|----------|---------|
| | \bar{X} | σ | Skewness | Kurtosis | \bar{X} | σ | Skewness | Kurtosis | |
| Stress | 2.67 | 0.495 | -0.977 | -0.419 | 2.69 | 0.501 | -1.287 | 0.595 | -0.455 |
| Make task more challenging | 2.69 | 0.726 | -0.508 | -0.962 | 1.86 | 0.847 | 0.263 | -1.563 | 4.611 |
| Make you devoted to task. | 1.76 | 0.745 | 0.417 | -1.095 | 1.72 | 0.811 | 0.556 | -1.258 | 0.447 |
| Lead to low morale | 2.54 | 0.560 | -0.709 | -0.539 | 2.66 | 0.477 | -0.674 | -1.575 | -1.859 |
| Affect organizational environment | 2.58 | 0.495 | -0.335 | -1.908 | 2.62 | 0.688 | -1.557 | 0.937 | -0.577 |
| Affect the reputation of organization | 2.29 | 0.476 | 0.654 | -0.808 | 2.45 | 0.552 | -0.297 | -0.972 | -2.727 |

The null hypothesis that both male employees as well as female employees are affected adversely by conflict turns out to be true. The t value is significant at 5% degree of freedom.

FINDINGS & CONCLUSIONS

1. Friendly atmosphere, scope for socialization, free communication and concern for all are the main attributes that constitute a congenial climate.
2. Female employees prefer working more in organizations that provide them more scope for socialization and where they can communicate freely with one another.

3. Female employees get more stressed as compared to male members. More female members feel that their quality of work life has improved by working in the organization. More male members believe that the organizational climate leads to more involvement in work, high retention rate and high level of job satisfaction as compared to female members.
4. Organizational culture is affected by attributes such as values & practices, beliefs, practices and methods being practiced in the organizations.
5. Disparity could not be discarded in organizations. Maximum disparity, however, is found in educational qualification of members.
6. Again, it can be inferred that female employees generally resist more to change. The mean of 1.95, the skewness of -3.998 and kurtosis of 14.244 support our study. The mean score of 2.10 and the kurtosis of -1.682 in case of male employees compel us to derive the conclusion that male employees readily accept diversity as compared to female employees.
7. The personnel positions of female employees is changed less as compared to male employees. Overall, both male as well as female members have favorable opinion about job description.
8. So far as involvement of employees in decision-making is concerned, it can be concluded that the mean in case of female employees is below the average score, whereas in case of male employees, it is just above the average score. Thus, it is a matter of concern which needs to be corrected by organizations.
9. The magnitude of frustration could be seen more in case of male employees as compared to female employees with respect to policies and practices in the organizations.
10. Proper formulation of policies and their proper implementation is not done. The opinions of male members and female members are quite diverse.
11. Maximum positive response is observed in the case of variable ascribing free communication, whereas negative response is noted for the variable ascribing participation of employees in decision-making. The score for grievance handling is also not much positive.
12. The overall response of both male as well as female employees is negative for 'scope for informal relations with superiors'. The response for 'climate helpful for subordinates to interact with superiors' is also not satisfactory.
13. Male employees find difference of opinion and differences in the way of behavior as the reasons responsible for conflicts, where as female employees consider quarrels & fights and lack of free & friendly atmosphere as the important determinants of conflict.
14. Collective attitude of members affect individual behavior of members in the organizations.

RECOMMENDATIONS

1. One approach to improving the motivational climate of work groups can be composing groups so that the members are more likely to work well together. A good motivational fit of matching people whose interpersonal needs complement can serve the purpose. For e.g., by ensuring that group members who need friendship and affection are balanced by group members disposed to offer such rewards; that those who are passive are matched with others inclined to be assertive; and so forth. In addition to creating groups with need complementarity, establishing groups whose members have similar attitudes and demographic characteristics may have favorable impact on organizational climate.
2. While working in Indian environment one thing that should always be kept in mind is that employees feel it a part of satisfaction when provided an opportunity of being employed in the social group. Hence it is highly essential to allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them

develop a sense of camaraderie and teamwork. Scope for socialization no way means inappropriate behavior or indiscipline on the part of employees.

3. On the other hand, for women in India it is difficult to continue work after having married. Because most of the husbands want their women to stay at home and take care of the children. Under such cases, it's problematic to involve women in project work, because that would mean working in the fields, being away from their family for several weeks or even months. So consciously and possibly, involve women in office work rather than field work.

4. Indian women are too sentimental even at work. Managers can make use of such sentimental attitude to enhance productivity. For example a rose that is given to every woman at the international women's day or discussions about their future plans gives her a feeling of being valued in the organization.

5. It's very necessary to understand that the married woman with children requires more organizational support than the unmarried and married females with no children. So it's the prime responsibility of the employers to take care while designing the human resource policies so that they can best utilize the women's potential.

6. The organization should go for flexible working hours, childcare, telecommuting, job-sharing, emergency care facilities for children and elders and also support them for non-work commitments. It would help the organization to pool the talented women professionals at every level. The Indian organization has to understand that societal expectations and family responsibilities do come in the way of female professionals and their career. The organization should encourage family-friendly practices. They should ensure for various work-life requirements which would help the women professionals to balance their work and family responsibilities.

7. For Indian women it is important to feel at home even at work, i.e., that the working atmosphere is very important to them.

8. Above all, ensure that workers' motives and values are appropriate for the jobs on which they are placed; make jobs attractive to and consistent with workers' motives and values; define work goals that are clear, challenging, attractive, and attainable; provide workers with the personal and material resources that facilitate their effectiveness; create supportive social environments; reinforce performance; and harmonize all of these elements into a consistent socio-technical system.

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