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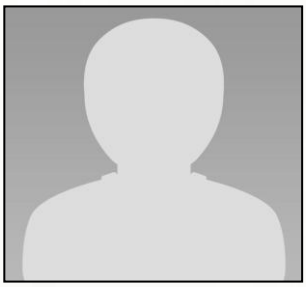
"Organizational Climate in Cement Industry: A Case Study of Panyam Cements"



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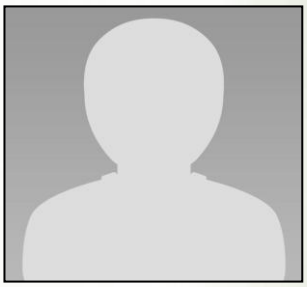

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Abstract
Today organizations are facing major challenges in terms of intense competition, workforce diversity, cross-cultural interactions, employee retention, innovation and productivity, changing consumer preferences and dynamic government policies. The need of the hour is creating teams and fostering high level of competencies among them while maintaining high spirit of achievement. In view of this, the study of organizational climate as a causal factor of effectiveness has gained prominence. James and Jones differentiate between organizational climate and psychological climate, with the former term being recommended when climate is regarded as an organizational attribute and the latter when climate is considered to be an individual attribute. Psychological climate is therefore studied at the individual level of analysis, referring to individuals' descriptions of the organization's policies and processes, while organizational climate is measured by means of the average perceptions of organizational members, referring to a collective description of the same environment. The present study analyze the organizational climate in panyam cements in Kurnool District. The findings imply that all the demographic variables considered, except caste, have influence on organizational climate. This influence is not similar for all the OC dimensions but it is found that, different demographic factors have influence on different OC dimensions. The analysis of organizational factors on organizational climate show similar results as of demographic factors.
Keywords: Organizational Climate, Review of Literature, Perceptions across Department and Organizational levels

Introduction
Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by carrying certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organization have certain expectations and fulfillment of these expectations depend upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization.

Review of Literature
N.Mohan and J.Ashok(2011) study is an attempt to find out the prevailing organizational climate in the secondary school of Tamilnadu and the impact of this climate on the attitude of the teacher towards the teaching profession. The results, it is hoped can be used to interpret the nature of the human relationship in the educational institutions and the utilization of physical and human resources in the existing system of secondary education in the state.
Gladies J. (2011) investigated the relationship of work stress and organizational climate among the women employees of Information Technology industry. The authors targeted 450 women employees. The results showed that the organizational climate, the mean value of perceived pay disparity was high; however it revealed that there was very less gender disparity in employee development. Furthermore there was a significant positive association between organizational climate and job stress.

Dr.Abdul-Nasser El-Kassar et.al(2011) investigated the effects of the seven dimensions of organizational climate. Participants were individuals working in medium and large sized

organizations located in Lebanon. Results indicate that the affective commitment is highly correlated with five components of organizational climate: structure, responsibility, warmth and support, conflict and expect approval. Also continuance commitment is impacted by three organizational climates: rewards, warmth and support and structure. Moreover, normative commitment is significantly related with three organizational climates: rewards, warmth and support and expect approval.

Fenwick Feng Jing et.al(2010) investigated the relationship between organizational climate and performance in small businesses. They collected data from 100 retail pharmacies in Sydney, Australia and they found that supportive climates tend to be associated with higher organizational performance(i.e., financial performance, staff satisfaction, customer satisfaction) in small retail pharmacies, and may reduce staff turnover.

Dr.K.Sundar et al.(2011) examined the relationship between job performance and organization commitment has been empirically proved. The organizational climate has been used a mediator variable. Data for the study were collected from 260 subjects working in a private sector unit functioning in ambattur.This study has disclosed that job performance has a significant effect on organizational commitment. The organizational commitment and organizational climate varied across three layers of organizational hierarchy.

Significance of the Study:

It has been empirically proved in many Indian and Western organisations that employee-centered climate and achievement-oriented climate ultimately improve performance. In this context, it seems worthwhile to undertake an investigation into organisational climate. The valid conclusions based on such an investigation would result in suggestions for bringing about a work environment essential for scaling new heights in labor productivity in manufacturing sector. Further it stimulates thinking among researchers on dimensions to be incorporated in a study of organisational climate.

Objectives of the Study:

1. To study the perceptions of employees towards their working environment in panyam cements.
2. To identify the variations in perceptions of organisational climate dimensions among personal variables of employees such as age, gender, education, religion, caste and income variables in the organization.
3. To identify the variations in perceptions of organisational climate dimensions among the organisational factors of the employees such as department, work experience and level of management in panyam cements.

Research Methodology:

The study is undertaken both by primary and secondary sources of data and information. For secondary sources of data more reliance is placed on available standard literature comprising referred journals, articles etc., but primary sources of data have been collected by using a questionnaire through the panyam cements. A sample of 250 employees has been collected from panyam cements. The questionnaire was selected in order to establish a better understanding between the employee and researcher using the stratified sampling. The questionnaire consists of questions included to 17 variable aspects. Care was taken to see that the information gathered was valid and reliable.

Results and Discussions:

Organisational Climate and Demographic Factors of Respondents

The effect of demographic factors on organizational climate in Panyam Cements is studied through the testing of following hypothesis

H_1: The perceptions of respondents on organizational climate dimensions differ significantly among different demographic groups of respondents.

The different demographic variables considered for the study are gender, age, education, monthly income, caste and religion. Based on these demographic variables, the above hypothesis can be divided into following sub-hypotheses.

H_{1a}: The perceptions of respondents on organizational climate dimensions differ significantly among gender of respondents.

H_{1b}: The perceptions of respondents on organizational climate dimensions differ significantly among different age groups of respondents.

H_{1c}: The perceptions of respondents on organizational climate dimensions differ significantly among respondents with different educational levels.

H_{1d}: The perceptions of respondents on organizational climate dimensions differ significantly among respondents of different income levels.

H_{1e}: The perceptions of respondents on organizational climate dimensions differ significantly among different caste groups of respondents.

H_{1f}: The perceptions of respondents on organizational climate dimensions differ significantly among different religious groups of respondents.

The hypothesis H_{1a} is tested using independent samples *t*-test and all other hypotheses are tested using one-way ANOVA. The results of the tests for above hypotheses follow in this section.

Perceptions across Gender:

Relationship between organisational climate and gender of the respondents is tested using independent sample *t* test. Table 1 reports the results of the *t* test between 17 organisational climate dimensions and respondents' gender in terms of mean, standard deviation, Levene's test, *t* statistic and corresponding *p* value (at a significance level of 0.05).The choice of respective *t* statistic is based on the Levene's Test for Equality of Variances. As shown in the Table 1, except for Job Characteristics and Communications dimensions, *p* values of the corresponding F statistics for Levene's test for all other organisational climate dimensions are above the critical value of 0.05.Therefore, it can be concluded that the variances in both groups of gender are equal for 15 OC Dimensions and no equal variances for Job Characteristics and Communications dimensions.Hence, *t* statistics corresponding to equal variances are taken for 15 OC dimensions and *t* statistics corresponding to no equal variances for other 2 OC dimensions are reported in above table. Except for Job Characteristics and Managerial Structure, *p* values for the corresponding *t* statistics are greater than the critical value of 0.05 for all other OC Dimensions.This indicates that there are no statistically

significant differences in perceptions of organizational climate among male and female respondents except for perceptions of Job Characteristics and Managerial Structure. There are significant differences among the perceptions of male and female groups towards Job Characteristics and Managerial Structure dimensions of OC.Hence, the hypothesis H_{1a} is partially accepted.

Perception across Age Groups:

On the basis of age the total respondents are divided into three groups. The respondents who are below 30 years come under group-I, the age group between 31-40 years and 41-50 years come under Group-II and III and the respondents age more than 51 years are come under group IV. One-way between groups ANOVA was conducted to identify the perceptual differences among different age groups on OC dimensions. Table 2 shows the results of ANOVA between 17 OC dimensions and 4 age groups of respondents. The results reveal that, 4 age groups significantly differ in their perceptions towards 4 out of 17 OC dimensions. They are: job characteristics, empowerment, power and centralization and welfare and security. For other 13 dimensions, there are no significant differences among perceptions of 4 age groups. Therefore, it can be said that the hypothesis H_{1b} is partially accepted.

Perception across Educational Qualifications:

On the basis of educational qualification the employees are divided into four groups. The employees who have completed SSC and Intermediate come under group I & II. Employees who have completed Under Graduation and Post Graduation and above come under groups III & IV. Table 3 report the results of ANOVA between 4 groups of respondents on educational qualification and 17 OC dimensions. Out of 17 OC dimensions, F-values are significant at $p<0.05$ and $p<0.001$ for 10 OC dimensions across 4 educational groups. The other 7 OC dimensions for which F-values are insignificant are job characteristics, relations, standardization and participative management. This indicates that there are significant perceptual differences among four educational groups towards 10 OC dimensions and respondents do not show significant differences in their perceptions towards other 7 OC dimensions. Therefore, it can be said that the hypothesis H_{1c} is partially accepted.

Perception across Income Levels:

On the basis of income level, the employees are divided into four groups. The employees of annual income below 1,00,000 come under group-I, the employees of annual income between 1,00,001 to 2,00,000, 2,00,001 to 3,00,000 and 3,00,001 and above comes under group II,III and IV. Table 4 shows the results of ANOVA between 4 monthly income groups of respondents and 17 OC dimensions. Out of 17 OC dimensions, F-values are significant at $p\leq0.001$ and $p<0.05$ for 8 OC dimensions across 4 monthly income groups. The other 9 OC dimensions for which F-values are insignificant are job characteristics, performance and reward, managerial structure, participative management, conflict resolution, teamwork, managerial style, compensation and appraisal system. This indicates that there are significant perceptual differences among four monthly income groups towards 8 OC dimensions and respondents do not show significant differences in their perceptions towards other 9 OC dimensions. Therefore, it can be said that the hypothesis H_{1d} is partially accepted.

Perception across Caste:

Based on the caste, the employees are divided into four categories. The employees who belongs to Open Category come under category I, employees who belongs to Backward Caste come under IInd category. The employees who belongs to Scheduled Caste and Tribes comes

under category III and IV. Table 5 shows the ANOVA results conducted between 17 OC dimensions and four caste categories i.e. OC, BC, SC and ST. The F-values for all OC dimensions are not significant except for participative management dimension. This indicates that there are no significant differences among perceptions of different caste groups towards OC dimensions. Therefore, it can be said that the hypothesis H_{1e} is rejected.

Perception across Religion:
On the basis of religion, the respondents are divided into four categories. The respondents who come under Hindu religion come under category I. The respondents who come under Christian and Muslim come under II and III category. The respondents who come other religions come under IV category. Table 6 reports the results of ANOVA conducted to study the effect of religion of respondents on OC dimensions. Results in Table 25 reveal that F-values are significant for three OC dimensions i.e. relations, knowledge and innovation and appraisal system at $p<0.05$. This imply that there are significant differences among perceptions of Hindus, Muslims, Christians and others towards relations, knowledge and innovation and appraisal system in the organisation. But, the different religious groups do not differ in their perceptions towards the other 14 OC dimensions. Therefore, it can be said that the hypothesis H_{1f} is partially accepted.

Organisational Climate and Organisational Factors of Respondents
The effect of organisational factors on organizational climate is studied through the testing of following hypothesis

H_2: The perceptions of respondents on organisational climate dimensions differ significantly among different groups of respondents based on organisational factors.

Three different organisational variables considered for the study. These are the department to which respondents belong to, their level in the organisation and their work experience. Based on these organisational variables, the above hypothesis can be divided into following sub-hypotheses.

H_{2a}: The respondents belonging to different departments differ significantly in their perceptions towards organisational climate dimensions.

H_{2b}: The perceptions of respondents on organisational climate dimensions differ significantly among different levels in the organisation.

H_{2c}: The respondents having different work experiences differ significantly in their perceptions towards organisational climate dimensions.
The above hypotheses were tested using one-way between groups ANOVA. The results of the tests for above hypotheses follow in this section.

Perceptions across Departments:
The entire organization is divided into seven departments, these are Human resource, Production, Research and Development, Finance and Marketing, I.S and QMD departments. The effect of departmentalisation on perceptions among respondents towards OC dimensions is reported in Table 26. The results in Table 7 reveal that the F-values are significant for 4 OC dimensions at $p<0.05$. The 4 dimensions for which F-values are significant are performance and reward, standardisation, risk taking and communications. For all other 13

OC dimensions, the F-values are not significant. This indicates that there are significant differences among the perceptions of respondents towards 4 OC dimensions. Respondents from different departments do not view their OC dimensions equally. Therefore, the hypothesis H_{2a} is partially accepted.

Perceptions across Organisational Levels:
Based on the levels in the organization, the employees are divided into three levels. i.e Lower level of employees come under group I, middle and top level of employees comes under group II and III. The variances among perceptions of respondents across three levels of organisation are shown in Table 8. The F-values for 7 OC dimensions are found to be significant at $p \leq 0.001$ and $p < 0.05$. The OC dimensions for which F-values are not significant are job characteristics, relations, standardization and participative management. This indicates that there are no significant differences among perceptions of three organisational levels towards job characteristics, relations, standardization and participative management. But there are significant differences among perceptions for other 13 OC dimensions. Therefore, it can be said that hypothesis H_{2b} is partially accepted.

Perceptions across Work Experience:
On the basis of work experience, the employees are divided into four groups. The employees who are having below 5 years and 6-10 years of experience come under group I & II. The employees who are having 10-15 years and more than 15 years and above come under group III & IV. Table 9 reports the results of ANOVA test to study the effect of work experience among respondents on OC dimensions. The F-values for OC dimensions empowerment, standardization, participative management, conflict resolution, risk taking, teamwork, communications, compensation and appraisal system are not significant indicating that the respondents do not vary significantly among their perceptions towards these dimensions. The F-values for job characteristics, relations, performance and reward, managerial structure, power and centralization, knowledge and innovation, welfare and security and managerial style dimensions show significance at $p < 0.05$ indicating the variance among perceptions of respondents towards these dimensions. Therefore, it can be said that the hypothesis H_{2c} is partially accepted.

Findings of the Study

It is found that, there are no statistically significant differences in perceptions of organisational climate among male and female respondents except for perceptions of job characteristics and managerial structure. There are significant differences among the perceptions of male and female groups towards job characteristics and managerial structure. The results reveal that, 4 age groups significantly differ in their perceptions towards 4 out of 17 OC dimensions. They are: job characteristics, empowerment, power and centralization and welfare and security. For other 13 dimensions, there are no significant differences among perceptions of 4 age groups. There are significant perceptual differences among four monthly income groups towards 8 OC dimensions and respondents do not show significant differences in their perceptions towards other 9 OC dimensions. There are no significant differences among perceptions of different caste groups towards OC dimensions. It is found that, there are significant differences among perceptions of Hindus, Muslims, Christians and others towards relations, knowledge and innovation and appraisal system in the organisation. But, the different religious groups do not differ in their perceptions towards the other 14 OC dimensions. There are significant differences among the perceptions of respondents towards 4

OC dimensions. Respondents from different departments do not view their organisational climate equally. There are no significant differences among perceptions of three organisational levels towards job characteristics, relations, standardization and participative management. But there are significant differences among perceptions for other 13 OC dimensions.

The above findings imply that all the demographic variables considered, except caste, have influence on organisational climate. This influence is not similar for all the OC dimensions but it is found that, different demographic factors have influence on different OC dimensions. The analysis of organisational factors on organisational climate show similar results as of demographic factors.

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List of Tables

Table 1. Perceptions of Respondents on OC Dimensions across Gender – Panyam Cements

Sl. No.	OC Dimension	Male (N = 197)		Female (N = 53)		Levene's Test		*t* (df = 248)	*p* (Sig. level)
		Mean	S.D.	Mean	S.D.	F Value	*p* (Sig. level)		
1	Job Characteristics	3.98	0.58	3.81	0.71	17.601	0.000	2.564	0.011
2	Empowerment	3.84	0.91	3.94	0.91	0.333	0.564	-1.478	0.141
3	Relations	4.34	0.68	4.30	0.69	0.170	0.680	0.859	0.391
4	Performance and Reward	4.36	0.67	4.37	0.65	0.729	0.394	-0.449	0.654
5	Standardization	3.98	0.93	3.99	0.97	1.314	0.253	-0.363	0.717
6	Managerial Structure	3.78	0.97	3.71	0.97	0.170	0.680	1.979	0.049
7	Power and Centralization	4.49	0.67	4.50	0.58	2.745	0.099	-0.062	0.950
8	Participative Management	4.15	0.97	4.22	0.95	0.081	0.776	-1.473	0.142
9	Conflict Resolution	3.50	0.66	3.45	0.64	0.608	0.436	0.757	0.450
10	Knowledge and Innovation	4.04	0.92	4.02	0.94	0.036	0.849	0.408	0.684
11	Risk Taking	3.98	1.25	3.96	1.12	0.102	0.749	0.239	0.811
12	Welfare and Security	3.63	1.32	3.62	1.30	0.305	0.582	0.142	0.887
13	Teamwork	3.95	0.77	3.93	0.79	1.274	0.260	0.452	0.652
14	Communications	3.63	0.90	3.68	0.83	5.395	0.021	-1.128	0.260
15	Managerial Style	3.78	1.26	3.77	1.24	0.373	0.542	0.373	0.709
16	Compensation and Others	3.78	0.82	3.86	0.84	0.270	0.604	-1.451	0.148
17	Appraisal System	3.81	0.93	3.87	0.93	0.636	0.426	-0.788	0.432

Table 2. Perceptions of Respondents on OC Dimensions across Age Groups – Panyam Cements

Sl. No.	OC Dimensions	Age of Respondents								F-Value
		Below 30 Yrs		31 - 40 Yrs		41 - 50 Yrs		51 Yrs and Above		
		Mean	S.D.	Mean	S.D.	Mean	S.D	Mean	S.D.	
1	Job Characteristics	4.05	0.58	4.02	0.62	3.70	0.63	3.80	0.61	7.026**
2	Empowerment	3.75	0.92	3.84	0.90	3.92	0.93	4.07	0.79	2.997*
3	Relations	4.32	0.70	4.29	0.67	4.38	0.68	4.31	0.69	1.136

4	Performance and Reward	4.33	0.63	4.35	0.67	4.33	0.63	4.39	0.66	1.287
5	Standardization	3.98	1.04	3.99	0.93	3.98	0.90	4.02	0.97	0.130
6	Managerial Structure	3.79	0.94	3.99	0.97	3.72	0.99	3.70	1.00	1.391
7	Power and Centralization	4.57	0.65	4.42	0.66	4.56	0.60	4.56	0.59	3.327*
8	Participative Management	4.13	0.96	4.14	0.97	4.16	0.98	4.12	0.99	1.090
9	Conflict Resolution	3.54	0.64	3.52	0.71	3.40	0.59	3.47	0.54	1.325
10	Knowledge and Innovation	4.06	0.94	4.00	0.95	4.07	0.89	4.08	0.91	0.662
11	Risk Taking	3.88	1.08	3.89	1.19	3.94	1.01	3.93	1.11	0.317
12	Welfare and Security	3.77	1.15	3.76	1.26	3.91	1.14	3.82	1.15	2.800*
13	Teamwork	3.88	1.01	3.78	1.02	3.79	0.99	3.85	0.98	2.585
14	Communications	3.69	0.88	3.59	0.94	3.72	0.79	3.63	0.78	2.200
15	Managerial Style	3.78	1.22	3.79	1.27	3.80	1.24	3.76	1.23	0.213
16	Compensation and Others	3.83	0.75	3.78	0.83	3.87	0.82	3.88	0.80	1.026
17	Appraisal System	3.76	1.03	3.79	0.94	3.93	0.95	3.82	0.98	1.565

***F-value significant at p<0.001* **F-value significant at p<0.05*

Table 3. Perceptions of Respondents on OC Dimensions across Educational Qualification – Panyam Cements

Sl. No.	OC Dimensions	Educational Qualifications of Respondents								F-Value
		SSC		INTER		UG		PG & ABOVE		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	4.11	0.46	3.93	0.49	3.84	0.46	3.78	0.36	3.764*
2	Empowerment	3.80	0.44	4.02	0.47	3.86	0.46	3.55	0.37	9.337**
3	Relations	4.51	0.30	4.47	0.30	4.57	0.32	4.78	0.25	8.598**
4	Performance and Reward	4.45	0.20	4.56	0.19	4.50	0.18	4.51	0.15	3.343*
5	Standardization	4.25	0.41	4.31	0.33	4.39	0.31	4.29	0.23	1.977
6	Managerial Structure	4.69	0.28	4.58	0.30	4.60	0.28	4.68	0.29	2.096
7	Power and Centralization	4.37	0.47	4.49	0.34	4.48	0.36	4.68	0.25	4.507*
8	Participative Management	4.66	0.29	4.68	0.33	4.64	0.39	4.80	0.25	1.891
9	Conflict Resolution	3.57	0.70	3.51	0.41	3.45	0.35	3.38	0.38	1.385

10	Knowledge and Innovation	4.35	0.43	4.42	0.32	4.51	0.38	4.66	0.17	5.665**
11	Risk Taking	4.44	0.59	4.49	0.48	4.59	0.48	4.73	0.33	2.801*
12	Welfare and Security	4.27	0.46	4.45	0.32	4.49	0.35	4.72	0.22	9.574**
13	Teamwork	4.60	0.30	4.66	0.25	4.64	0.25	4.73	0.20	1.662
14	Communications	4.37	0.47	4.43	0.31	4.50	0.36	4.66	0.12	4.933*
15	Managerial Style	4.16	0.26	4.15	0.24	4.13	0.21	4.16	0.18	0.289
16	Compensation	4.32	0.43	4.52	0.37	4.45	0.42	4.61	0.31	3.482*
17	Appraisal System	4.38	0.62	4.47	0.52	4.49	0.51	4.58	0.36	0.819

***F-value significant at p<0.001* **F-value significant at p<0.05*

Table 4. Perceptions of Respondents on OC Dimensions across Income Levels – Panyam Cements

Sl. No.	OC Dimensions	Income level of Respondents								F – Value
		Below Rs.10000		Rs.10001-Rs.20000		Rs.20001-Rs.30000		Rs.30001 and above		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.98	0.70	3.93	0.66	3.92	0.52	3.80	0.54	0.924
2	Empowerment	4.06	0.93	3.96	0.89	3.65	0.76	3.58	0.86	13.781**
3	Relations	4.25	0.70	4.29	0.67	4.42	0.66	4.47	0.64	5.070*
4	Performance and Reward	4.36	0.19	4.38	0.21	4.33	0.17	4.38	0.14	0.826
5	Standardization	4.39	0.38	4.35	0.32	4.27	0.29	4.21	0.26	2.827*
6	Managerial Structure	4.63	0.29	4.59	0.27	4.60	0.33	4.69	0.26	0.956
7	Power and Centralization	4.40	0.42	4.46	0.36	4.57	0.31	4.69	0.23	5.470**
8	Participative Management	4.67	0.36	4.69	0.31	4.66	0.35	4.75	0.38	0.511
9	Conflict Resolution	3.48	0.57	3.48	0.41	3.55	0.35	3.37	0.36	1.107
10	Knowledge and Innovation	4.37	0.41	4.44	0.33	4.58	0.32	4.62	0.22	5.706**
11	Risk Taking	4.41	0.53	4.50	0.48	4.66	0.45	4.79	0.29	5.640**
12	Welfare and Security	4.34	0.43	4.46	0.34	4.56	0.29	4.68	0.27	7.478**
13	Teamwork	4.62	0.27	4.67	0.27	4.65	0.21	4.71	0.22	0.891
14	Communications	4.38	0.44	4.45	0.30	4.56	0.30	4.60	0.22	4.376*

15	Managerial Style	4.10	0.25	4.16	0.22	4.14	0.20	4.21	0.22	1.873
16	Compensation	4.37	0.45	4.51	0.38	4.52	0.36	4.55	0.30	2.516
17	Appraisal System	4.38	0.59	4.49	0.53	4.52	0.45	4.58	0.34	1.164

***F-value significant at p<0.001* **F-value significant at p<0.05*

Table 5. Perceptions of Respondents on OC Dimensions across Caste – Panyam Cements

Sl. No.	OC Dimensions	Caste of Respondents								F - Value
		OC		BC		SC		ST		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.94	0.64	3.91	0.62	3.88	0.70	3.95	0.43	0.704
2	Empowerment	3.81	0.91	3.91	0.94	4.01	0.85	3.65	0.73	2.623
3	Relations	4.26	0.67	4.36	0.69	4.35	0.60	4.38	0.58	1.029
4	Performance and Reward	4.34	0.66	4.36	0.67	4.42	0.61	4.43	0.65	1.448
5	Standardization	3.88	1.00	4.02	0.92	4.01	0.92	4.04	0.90	2.252
6	Managerial Structure	3.79	0.97	3.73	1.00	3.74	0.95	3.76	0.99	0.459
7	Power and Centralization	4.49	0.72	4.49	0.61	4.55	0.54	4.50	0.61	0.256
8	Participative Management	4.11	0.98	4.14	0.95	4.18	0.92	4.26	0.93	3.315*
9	Conflict Resolution	3.49	0.66	3.47	0.63	3.52	0.69	3.50	0.58	0.130
10	Knowledge and Innovation	4.02	0.96	4.01	0.93	4.09	0.78	4.10	0.97	1.475
11	Risk Taking	3.89	1.18	3.86	1.10	4.01	1.00	3.96	1.14	1.055
12	Welfare and Security	4.42	0.37	4.48	0.38	4.61	0.20	4.46	0.39	2.257
13	Teamwork	3.82	1.00	3.83	0.99	3.84	1.02	3.89	0.98	0.298
14	Communications	3.66	0.91	3.62	0.86	3.70	0.75	3.71	0.87	0.672
15	Managerial Style	3.75	1.24	3.78	1.23	3.84	1.30	3.85	1.22	1.632
16	Compensation and Others	3.83	0.86	3.76	0.84	3.86	0.78	3.84	0.73	1.426
17	Appraisal System	3.80	0.96	3.77	0.96	3.93	0.86	3.90	1.03	0.863

**F-value significant at p<0.05*

Table 6. Perceptions of Respondents on OC Dimensions across Religion – Panyam Cements

Sl. No.	OC Dimensions	Religion of Respondents								F – Value
		Hindu		Christian		Muslim		Other		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.89	0.62	3.94	0.68	3.94	0.69	4.07	0.53	0.246
2	Empowerment	3.87	0.92	3.90	0.89	3.86	0.88	3.71	1.05	0.205
3	Relations	4.36	0.64	4.21	0.72	4.28	0.75	4.38	0.57	4.376*
4	Performance and Reward	4.38	0.66	4.33	0.68	4.31	0.64	4.32	0.58	0.989
5	Standardization	3.99	0.94	3.97	0.95	3.95	0.96	4.04	0.97	0.209
6	Managerial Structure	3.74	0.98	3.80	0.96	3.77	0.97	3.81	0.84	0.641
7	Power and Centralization	4.52	0.65	4.42	0.64	4.51	0.58	4.25	0.53	1.641
8	Participative Management	4.18	0.96	4.19	0.94	4.16	0.97	3.94	0.91	1.108
9	Conflict Resolution	3.48	0.62	3.47	0.58	3.51	0.72	3.33	0.40	0.199
10	Knowledge and Innovation	4.08	0.90	3.94	0.93	4.04	0.96	3.84	1.30	3.522*
11	Risk Taking	3.93	1.12	3.80	1.13	3.97	1.08	3.86	1.14	1.756
12	Welfare and Security	3.83	1.19	3.79	1.25	3.82	1.18	4.07	1.14	1.745
13	Teamwork	3.83	1.00	3.84	1.03	3.86	0.98	3.87	0.90	0.039
14	Communications	3.68	0.86	3.55	0.94	3.67	0.84	3.58	0.78	1.677
15	Managerial Style	3.78	1.24	3.78	1.23	3.84	1.30	3.64	1.33	1.093
16	Compensation and Others	3.83	0.82	3.73	0.88	3.82	0.76	3.76	0.75	1.096
17	Appraisal System	3.86	0.90	3.69	1.01	3.96	0.87	3.66	1.08	3.137*

**F-value significant at p<0.05*

Table 7. Perceptions of Respondents on OC Dimensions across Departments – Panyam Cements

Sl. No.	OC Dimensions	Departments of Respondents														F - Value
		HR		Production		R&D		Finance		Marketing		I.S		QMD		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.91	0.46	3.91	0.44	3.89	0.49	3.84	0.52	3.98	0.52	4.03	0.38	3.80	0.48	0.583
2	Empowerment	3.79	0.43	3.88	0.47	4.06	0.49	3.82	0.50	3.82	0.48	3.80	0.38	3.86	0.53	1.423

3	Relations	4.55	0.34	4.53	0.32	4.53	0.37	4.64	0.28	4.52	0.25	4.60	0.34	4.45	0.30	0.758
4	Performance and Reward	4.44	0.17	4.50	0.20	4.58	0.16	4.56	0.15	4.52	0.21	4.55	0.20	4.51	0.17	2.137*
5	Standardization	4.21	0.31	4.36	0.35	4.43	0.32	4.38	0.23	4.23	0.35	4.37	0.36	4.17	0.33	2.292*
6	Managerial Structure	4.60	0.31	4.63	0.28	4.56	0.29	4.60	0.29	4.68	0.29	4.62	0.30	4.60	0.29	0.453
7	Power and Centralization	4.46	0.42	4.46	0.40	4.51	0.28	4.49	0.34	4.59	0.30	4.55	0.29	4.60	0.33	1.748
8	Participative Management	4.71	0.34	4.69	0.33	4.68	0.33	4.64	0.33	4.65	0.41	4.70	0.25	4.67	0.39	0.276
9	Conflict Resolution	3.51	0.59	3.43	0.40	3.51	0.41	3.46	0.35	3.57	0.45	3.60	0.47	3.33	0.39	0.737
10	Knowledge and Innovation	4.44	0.35	4.44	0.41	4.53	0.28	4.49	0.34	4.51	0.27	4.57	0.33	4.37	0.40	0.688
11	Risk Taking	4.46	0.49	4.48	0.52	4.65	0.34	4.64	0.41	4.61	0.35	4.63	0.48	4.54	0.69	3.803*
12	Welfare and Security	4.38	0.44	4.44	0.38	4.54	0.29	4.54	0.31	4.48	0.29	4.57	0.32	4.45	0.47	1.216
13	Teamwork	4.59	0.27	4.69	0.25	4.66	0.23	4.66	0.31	4.63	0.21	4.72	0.25	4.63	0.23	0.807
14	Communications	4.48	0.36	4.44	0.37	4.53	0.30	4.50	0.31	4.52	0.27	4.54	0.33	4.35	0.34	2.671*
15	Managerial Style	4.12	0.23	4.12	0.25	4.15	0.17	4.18	0.20	4.24	0.24	4.20	0.27	4.07	0.16	1.659
16	Compensation and Others	4.46	0.39	4.41	0.44	4.53	0.34	4.57	0.36	4.56	0.35	4.51	0.33	4.44	0.36	1.523
17	Appraisal System	4.44	0.54	4.39	0.57	4.59	0.40	4.54	0.46	4.61	0.53	4.40	0.57	4.42	0.29	1.068

**F-value significant at p<0.05*

Table 8. Perceptions of Respondents on OC Dimensions across Organisational Levels – Panyam Cements

Sl. No.	OC Dimensions	Level in Organisation of Respondents						F - Value
		Lower		Middle		Top		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.98	0.66	3.91	0.59	3.46	0.58	9.906**
2	Empowerment	3.93	0.91	3.86	0.92	3.64	0.83	2.292
3	Relations	4.24	0.69	4.36	0.68	4.52	0.60	6.710**
4	Performance and Reward	4.36	0.67	4.37	0.18	4.19	0.18	1.568
5	Standardization	3.98	0.98	3.96	0.94	3.99	0.86	0.202
6	Managerial Structure	3.77	0.95	3.68	0.97	3.65	0.99	1.998
7	Power and Centralization	4.43	0.69	4.52	0.64	4.61	0.60	2.240
8	Participative Management	4.19	0.93	4.12	0.99	4.38	0.85	3.025*
9	Conflict Resolution	3.51	0.72	3.49	0.60	3.45	0.55	2.925
10	Knowledge and Innovation	3.94	0.98	4.07	0.95	4.24	0.85	6.042*
11	Risk Taking	3.91	1.25	4.03	1.15	4.09	1.06	1.494
12	Welfare and Security	3.51	1.35	3.83	1.29	4.03	1.08	7.893**

13	Teamwork	3.93	1.01	4.03	1.02	4.13	0.98	0.439
14	Communications	3.72	0.92	3.62	0.88	3.88	0.86	4.207*
15	Managerial Style	3.76	1.33	3.66	1.20	3.88	1.01	0.020
16	Compensation	3.71	0.87	3.83	0.84	3.91	0.81	3.326*
17	Appraisal System	3.72	0.99	3.82	0.93	3.85	0.79	2.849

***F-value significant at p≤0.001* **F-value significant at p<0.05*

Table 9. Perceptions of Respondents on OC Dimensions across Work Experience – Panyam Cements

Sl. No.	OC Dimensions	Work Experience of Respondents								F - Value
		Upto 5 Years		6 - 10 Years		10 - 15 Years		15 Years and above		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	4.04	0.45	3.86	0.47	3.79	0.47	3.79	0.40	4.232*
2	Empowerment	3.81	0.48	3.92	0.49	3.89	0.48	3.93	0.38	0.877
3	Relations	4.48	0.35	4.59	0.30	4.64	0.24	4.47	0.30	3.556*
4	Performance and Reward	4.47	0.20	4.55	0.17	4.54	0.17	4.55	0.20	3.797*
5	Standardization	4.30	0.36	4.36	0.30	4.33	0.27	4.27	0.40	0.754
6	Managerial Structure	4.67	0.26	4.61	0.29	4.52	0.33	4.57	0.28	2.761*
7	Power and Centralization	4.45	0.44	4.47	0.32	4.59	0.28	4.65	0.29	2.656*
8	Participative Management	4.67	0.35	4.71	0.33	4.68	0.33	4.64	0.38	0.304
9	Conflict Resolution	3.51	0.51	3.49	0.42	3.44	0.36	3.44	0.34	0.266
10	Knowledge and Innovation	4.38	0.42	4.52	0.32	4.53	0.26	4.55	0.24	3.632*
11	Risk Taking	4.46	0.55	4.55	0.47	4.68	0.31	4.69	0.46	2.485
12	Welfare and Security	4.37	0.42	4.52	0.34	4.58	0.22	4.53	0.27	4.699*
13	Teamwork	4.65	0.26	4.64	0.27	4.69	0.19	4.67	0.28	0.311
14	Communications	4.42	0.44	4.50	0.29	4.53	0.22	4.49	0.25	1.367
15	Managerial Style	4.10	0.24	4.16	0.23	4.22	0.19	4.14	0.15	3.206*
16	Compensation	4.42	0.47	4.54	0.32	4.50	0.38	4.43	0.32	1.656
17	Appraisal System	4.38	0.60	4.51	0.45	4.55	0.44	4.64	0.41	2.085

**F-value significant at p<0.05*