

## **Impact Of Organizational Climate And Culture On Employee Motivation And Stress Level Of Employees Of Sugar Industry In Muzaffarnagar District**

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### **ABSTRACT**

The present study focuses on the impact of organizational culture and climate on Motivation and employee stress of the employees of sugar industry in muzaffar nagar district. It consists of a sample of 100 associates of sugar industry. For this purpose the Employee Motivation Scale, Employee Stress questionnaire, organizational climate questionnaire and organization culture tool were administered individually to all employees. Multiple Regressions was applied to see the impact of organizational culture and climate variable on the Motivation level and stress levels of employees of sugar industry. The results revealed that there is no positive impact of Professional Help, Professional Management, Formal Communication and People Organization on Motivation in Sugar Industries in Muzaffarnagar District. There is high level of Stress among all the employees as a result of Organizational Risk Taking. Formalization, Standardization, Centralization, Power Oriented ness, Dependency, Bureaucratic Norms and Formalization have no impact on the stress level of employees of Industries in Muzaffarnagar District.

**Key Words:** Sugar Industry, Motivation, Stress

### **INTRODUCTION**

“Labour-Management Relations” refer to a dynamic and developing concept which is not limited to “the complex of relations between trade unions and management but also refers to the general web of relationship normally obtaining between employers and employees—a web much more complex than the simple concept of labour-capital conflict.”

Under the heading, “Labour-Management Relations”, the ILO has dealt with the relationships between the State on the one hand and the employers’ and employees’ organizations on the other or with the relationships among the occupational organizations themselves. The ILO has used the expression to denote such matters as freedom of association and the right to organise, the application of the principle of the right to organize and the right of collective bargaining of collective agreements, of conciliation and arbitration proceedings, and the machinery for cooperation between the authorities and the occupational organizations at various levels of the economy.

According to C.K. Johri, ‘Industrial relationship is a set of functional inter dependence involving, occupational, political and legal variables’.

The establishment of a harmonious industrial relations system is a central theme for governments, employers, workers and their representatives, in their endeavors to achieve economic and social development. Several changes on the international scene presently exert a major influence on how industrial relations need to be viewed.

The internationalization of business, intense competition and rapid changes in technology, products and markets has increased the need for economies and enterprises to remain or become competitive. These trends have in turn necessitated a greater reliance than before on workers' skills, productivity and cooperation in achieving competitiveness.

An organization operates in a society and Society's culture influences the culture that the Organization attempts to build. As its input is drawn from the very society of which it is a part. Broadly speaking, social culture affects organizations and individuals therein. In turn the organizational culture influences the individual and the society. It is, therefore, an interactive process. It has been observed that Organization's with friendly culture and human face are more successful in maintaining their employee's satisfaction.

Every organization has a unique culture that drives the form, degree, and speed of innovation.

Metaphorically, we might call institutional culture the "collective personality" of an organization. Organization can be compared with a computer's operating system that oversees (behind the scenes) how operations really function. An organization's culture, which consists of deeply imbedded values, beliefs, philosophies, attitudes, and operating norms, essentially boils down to "how things are done around here."

Motivation is the key to organizational effectiveness and is considered to be one of the major determinants of performance and job satisfaction. Despite the fact that large, scale complex organizations have existed for several hundred years, managerial attention to the role of motivation in such organization is a most recent phenomenon. At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne studies, and conducted by Elton Mayo from 1924 to 1932. This study found employees are not motivated solely by money and employee behavior is linked to their motivation too.

The word 'stress' is defined by the Oxford Dictionary as "a state of affair involving demand on physical or mental energy". A condition or circumstance (not always adverse), which can disturb the normal physical and mental health of an individual. In medical parlance 'stress' is defined as a perturbation of the body's homeostasis. This demand on mind-body occurs when it tries to cope with incessant changes in life. A 'stress' condition seems 'relative' in nature. Extreme stress conditions, psychologists say, are detrimental to human health but in moderation stress is normal and, in many cases, proves useful. Stress, nonetheless, is synonymous with negative conditions. Today with the rapid diversification of human activity, we come face to face with numerous causes of stress and the symptoms of stress and depression.

At one point or the other everybody suffers from stress. Relationship demands, physical as well as mental health problems, pressure at workplaces, traffic snarls, meeting deadlines, growing-up tensions—all of these conditions and situations are valid causes of stress. People have their own methods of stress management. In some people, stress-induced adverse feelings and anxieties tend to persist and intensify. Learning to understand and master stress management techniques can help prevent the counter effects of this urban malaise.

## LITERATURE VIEW

**Dr.N.Ratna Kishor, Srikanth .M, (2013)**

Cordial relationship and mutual cooperation between the Management and Trade Unions is indispensable to run the organization in an amicable manner. As observed in the present study, trade unions have secured the membership subscription to a tune of 72 percent only. The KCP and KIC independent worker union have larger range of membership. Hence, 82.05 per cent of the workers have subscribed. The members of the trade unions as expressed by 68.58 per cent of the respondents joined trade unions just to be a member of a group. Another 19.87 per cent political, sectarian (or) communal issues. Thus, the above analysis concludes that majority of the employee respondents do not have any grievance against the management stated that joined for monetary benefits. More than 90 per cent of the employees joined the trade unions as ordinary members and they are not participating in any strike.

Most of the workers have not specified any reasons for not participating in the union demonstrations. Interestingly trade unions and their leadership are maintaining close relationship with the management. Though more than half of the respondents paying union subscription regularly there are still a considerable

number of them who do not pay. They are not using their right vote in the union elections and they are not involving in any union fund raising campaigns. Grievances in these organisation are reported to be very few from the workers against the management. The unions are capable to meet the expectations of the members. There is no change in the union position to influence the management as per the opinions of the employee respondents during post-liberalisation period.

**M.RAMA SATYANARAYANA, Dr. R.JAYAPRAKASH REDDY (2012)**

The present study is undertaken to know the satisfaction levels of employees about labour welfare measures in KCP limited (Cement Division). For the purpose of the study, convenience random sampling method is adopted to carry out the study by the researcher. Out of 925 employees, 90 are selected covering almost all the departments. A questionnaire is used for present study to know the opinions of the employees on each statement. The results of the research reveal that majority of the employees are satisfied with all the welfare measures provided by the organization.

**Jimfrase et.al (2002).** propose that the culture of the workplace is the foundation from which workers develop an assessment of appropriate organizational behavior (Jimfrase & Co, 2002), And their qualitative analysis highlights that the perceived gap between organizational norms and their actual implementations creates a deeply felt discontent for many workers from a number of social groupings.

**Rao (2002).** Organizational culture has a significant effect on how employees view their organizational responsibilities and their job satisfaction. With increasing globalization, a greater knowledge of organizational culture and its effect in non-western cultures can be beneficial for practicing leaders and decision makers. This study explores the association between organizational cultural values and employee satisfaction in manufacturing and Information Technology companies in India. Surveys were distributed to 4 manufacturing companies and 4 IT companies. The sample size was 461. Significant findings are: (1) Organizational culture differs in terms of the mean scores of its dimensions between manufacturing and the sectors. (2) Employee job satisfaction differs between manufacturing and IT sectors, and the level of job satisfaction is high among employees in the IT sector compared to their counterparts in the manufacturing sector. (3) Dimensions of organizational culture explain significantly the variance in job satisfaction of employees in both manufacturing and IT sectors

**Ganesh (2000)** The present research studies the effect of work motivation on occupational stress among executives from manufacturing and software industries. Work motivation and occupational stress questionnaires were administered to a sample of 80 male executives (40 from software and 40 from manufacturing). Results showed a significant difference between the two groups in all the dimensions of the occupational stress and work motivation questionnaires, except for, negative stress coping in the occupational stress scale. Further analysis led to the following findings: (1) Manufacturing executives with low motivational organization orientation had significantly higher stress symptoms than executives with moderate and high motivational organization orientation (2) Software executives with moderate motivational organization orientation had significantly higher negative stress-coping mechanisms than executives with high organization orientation (3) Software executives with moderate motivational job situation are significantly higher stress producers than executives with low and high motivational job situation.

**Hartmann ( 2006)** the main objectives of this study were to assess Motivation is the main force through which individuals allocate effort to generate and implement innovative ideas. However, employees are only motivated to go beyond their designated role and get involved in spontaneous and innovative activities if they have a strong identification with the organization. Organizational culture plays a critical role in motivating

innovative behavior, as it can create commitment among members of an organization in terms of believing in innovation as an organizational value and accepting innovation-related norms prevalent within the organization. The research this paper reports on addresses the motivational aspects of the relationship between culture and innovation in construction firms. Specifically, it focuses on those managerial actions through which the importance of innovation may be communicated and innovation-related behavior may be induced and reinforced. An in-depth case study investigating the innovation activities of a Swiss contractor revealed that project constraints and regional separation may diminish the motivational effects of managerial actions in construction firms. It is concluded that a culture that motivates new solutions and innovative improvements in particular first of all prevents ideas from getting lost in daily business and within the organization. Giving immediate feedback, providing communication channels for implicit knowledge, allowing for autonomous work and task identity, initiating innovation projects and using a comprehensive reward and incentive system are appropriate managerial actions in this regard.

**Mishra & Srivastava (2001).** An attempt was made to find out the moderating effect of the job stress on the organizational commitment and job-satisfaction relationship. The Occupational Stress Index developed and standardized by Srivastava and Singh (1981), the organizational Commitment Scale developed and standardized by Meyer and Allen (1984) and S.D. Employees Inventory developed and standardized by Pestonjee (1973) administered on a sample of 250 doctors employed in King George's Medical College Lucknow (U.P). The moderated multiple regression analysis and sub-group analysis show that job stress has moderating effect on organizational commitment and job-satisfaction relationship.

## OBJECTIVE

To study the impact of Industrial Relations (Organizational Culture and climate) on Stress and Motivation on the employees of Sugar Industries in Muzaffarnagar District.

## HYPOTHESIS

1. There would be high level of Motivation among the employees as a result of Professional Help, Professional Management, Formal Communication, People Organization in Sugar Industries in Muzaffarnagar District.
2. There would be high level of Job Stress among all the employees as a result of Organizational Risk Taking, Formalization, Standardization, Centralization, Power Orientedness, Dependency and Bureaucratic norms in Sugar Industries in Muzaffarnagar District.

## RESEARCH METHODOLOGY

Simple Random sampling technique was followed to obtain a representative sample. The questionnaires were administered personally to all the associates. There were certain tools which were used in the form of questionnaire and scales to test the hypothesis. The tools and scales have been briefly described below:

**Organizational Culture Questionnaire** -This test was developed by Reddy (1997). The purpose of this test was to measure the cultural variables of an organization and their impact on organizational structure and functioning. This test can be administered individually or in groups. It takes around 10 minutes to complete this test. The test measures five dimensions of culture, which are:

### **1. Dependency Proneness 2. Power-Orientedness 3. Bureaucracy 4. Close Supervision 5. Centralized Risk Taking Organizational Climate Questionnaire (Singh, 1989)**

This test was developed by Singh (1989) to measure the organizational climate. It was a 31 items questionnaire in which each statement was rated on 5-point scale. In all, 9 dimensions of organization climate were measured through this test. These dimensions are as follows:

Standard alpha reliability was determined for all the 9 dimensions, which are as follows: Professional help (0.72), Formalization (0.84), Professional management (0.8), Organizational risk taking (0.88), Standardization(0.65), People orientation (0.76), Centralization(0.68), Formal communication(0.59) and Concern for welfare(0.51). Content validity for the test was also established.

**2 Employee Motivation Schedule was developed by Srivastava (1999)**- Employee Motivation Schedule was developed by A.K.Srivastava In 1999, to assess the level of the motivation of the employees. The development of this test is based on the assumption that the individuals of operating in context of industries are motivated by a numbers of needs, individually or in different combinations. This scale purports to assess the magnitudes of work motivation generated by following needs of the employees:

1. Need for personal advancement
2. Sense of Achievement;
3. Sense Responsibility
4. Monetary Benefits
5. Esteem Needs;
6. Employee Participation in Decision Making
7. Relationship with colleagues;

All the items are "true keyed" and are to be responded on a four point scale ranging from always to never and scored from 4 to 1 respectively. The test retest reliability of seven dimensions is as below.

Need for personal advancement (0.86), Sense of Achievement (0.84), Sense Responsibility (0.84), Monetary Benefits (0.81), Esteem Needs (0.83), Employee Participation in Decision Making (0.84) and Relationship with colleagues (0.79). Validity of scale is also established and correlated with Job involvements and stress, role stress for all the dimensions were found to be positively correlated with job involvements, and negatively correlated with role stress. The total scale has a high positive correlation with Job involvement and negative correlation with role stress. It takes about 25 minutes to complete this test and it can be administered both in individually and in groups.

**6. Organizational Stress questionnaire**- This questionnaire was developed by Singh (1989). It is a 33-item questionnaire consisting of both positively and negatively keyed items in which each statement is rated on a 5-point scale from true to almost no extent, true to a very great extent. In all 10 dimensions were identified to measure the magnitude of job stress.

These are as follow.:

1. Lack of group cohesiveness - (Alpha = 80)
2. Role Conflict - (Alpha = 81)
3. Experience of inequity- (Alpha c: 90)
4. Role ambiguity- (Alpha = 73)
5. Role overload- (Alpha t: 83)
6. Lack of leadership support- (Alpha = 83)
7. Constraints of change - (Alpha=61)
8. Job difficulty - (Alpha= 63)
9. Job requirement capability mismatch - (Alpha=60)
10. Inadequacy of role authority- (Alpha=79)

#### ANALYSIS AND INTERPRETAION

The regression table (Table 1.1 Multiple Regression for Motivation) shows that R square is not significant as indicated by F value (1.663), This implies that various cultural factors are not influencing Motivation significantly. Thus the hypotheses;

- There would be a high level of Motivation as a result of Professional Help, Professional Management, Formal Communication and People Organization in Sugar Industries in Muzaffarnagar District is rejected.

Keeping in view the fact that in Sugar Industries in Muzaffarnagar District various cultural factors are not showing any significant impact on Motivation.

Table 1.1 Multiple regression for Motivation

## Model Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate	F	Sig.
1	.464(a)	.215	.086	12.01024	1.663	.079(a)

## Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	241.845	25.090		9.639	.000
	PH	.681	.453	.159	1.503	.0136
	FOR	.346	.489	.076	.707	.481
	PM	-.350	.343	-.110	-1.020	.311
	ORT	.458	.523	.089	.876	.383
	Stand	.387	.477	.086	.811	.419
	Peo.Org.	.233	.352	.070	.662	.510
	Cent.	.493	.539	.102	.913	.364
	For.Com.	.425	.339	.158	1.253	.214
	WC	-.795	.505	-.190	-1.576	.119
	Depen	-.384	.485	-.085	-.791	.431
	POW	-.054	.427	-.013	-.127	.899
	BN	-.660	.515	-.132	-1.280	.204
	CS	1.083	.727	.157	1.490	.140
	CRT	-.701	.426	-.184	-1.645	.104

A Dependent Variable: Motivation

**Sugar industry**

The regression table (Table 1.2, Multiple regression for Stress) shows that multiple correlation between the various cultural variables and Stress is 0.54, indicating that there exists a significant relationship among them. The R square indicates to what extent Stress is influenced by the various cultural factors. In this case, it is found to be 0.29 implying that 17.5% of the variance in stress is caused by the various cultural variables.

Table 1.2 Multiple regression for Stress

## Model Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate	F	Sig.
1	.540(a)	.291	.175	9.65235	2.496	.005(a)

## Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	64.734	18.122		3.572	.001

	PH	-.224	.409	-.057	-.548	.585
	FOR	-.321	.367	-.084	-.874	.385
	PM	.171	.246	.074	.695	.489
	ORT	1.023	.433	.241	2.364	.020
	Stand	-.095	.371	-.027	-.256	.798
	Peo.Org.	-.382	.305	-.137	-1.254	.213
	Cent.	.743	.466	.172	1.596	.114
	For.Com.	.464	.297	.202	1.562	.122
	WC	.299	.342	.116	.876	.384
	Depen	-.505	.436	-.124	-1.158	.250
	POW	.135	.423	.036	.318	.751
	BN	.283	.341	.082	.831	.408
	CS	.108	.814	.014	.133	.895
	CRT	.418	.343	.124	1.218	.227

#### A Dependent Variable: Stress

A scrutiny of the regression table shown that only Organizational Risk Taking ( $t=2.364$ ) has a significant positive impact on Stress. The organization encourages general orientation towards risk taking and also the organization is willing to take a chance on good ideas. The organization takes some big risks in order to stay ahead of the competition.

Stressors in personal life or organizational life are the same everywhere. Different studies may throw up different stressors with varying degrees of emphasis. In a worldwide comparative study of work stress, information was gathered from 1,065 managers in ten countries in five continents; Brazil, Great Britain, Egypt, Germany, Japan, Nigeria, Singapore, South Africa, Sweden and the United States. Time pressures and deadlines are the most frequently cited sources of work stress and closely followed by work overload, inadequately trained subordinates, and long working hours, attending meetings, conflicts between work and family and social relationships were other frequently identified stressors (Cooper and Arbose, 1984).

#### Thus the hypotheses;

- There would be high level of Stress among all the employees as a result of Organizational Risk Taking in Sugar Industries in Muzaffarnagar District is supported.
- There would be high level of Stress among all the employees of Sugar Industries in Muzaffarnagar District all a result of Formalization, Standardization, Centralization, Power Orientedness, Dependency, Bureaucratic Norms and Formalization is rejected.

#### CONCLUSION

On the basis of present study it can be concluded that there is no positive impact of Professional Help, Professional Management, Formal Communication and People Organization on Motivation in Sugar Industries in Muzaffarnagar District. There is high level of Stress among all the employees as a result of Organizational Risk Taking. Formalization, Standardization, Centralization, Power Orientedness, Dependency, Bureaucratic Norms and Formalization have no impact on the stress level of employees of Industries in Muzaffarnagar District.

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