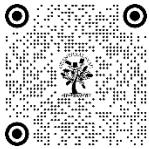


AN EMPIRICAL STUDY ON ORGANISATIONAL CLIMATE IN SUGAR MILLS OF TAMIL NADU

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ABSTRACT

The main aim of the research is to examine the diverse elements that compose organisational climate in the sugar mills of Tamil Nadu. The study is focused on obtaining opinions from the workers working in the sugar mills in the study area of Tamil Nadu. The study has the base of empirical research which is carried out based on the observations in the field. The data was collected using the structure interview schedule which is derived from literature and preliminary investigation in the field. The research follows the methodology adopted in empirical research. The samples used for collecting the data were selected based on random sampling technique. The sample size of the study was fixed to be 209 based on the standard deviation derived from the results of the pilot study. The lists of the population frame were collected from 4 profitable sugar mills that are operating in the study area of Salem District. The collected list were used for randomization of the population out of which 209 workers were selected based on tippet's table method using simple random sampling. The analysis is composed of confirmatory factor analysis modeling in Analysis of Movement Structure software. The elements of Fair Compensation Policy (FCP), Participative Working Environment (PWE), Supportive Leadership (SL), Workers Welfare and Satisfaction (WWS) and Career Development Practices (CDP) has vital influence on the organisational climate in the sugar mills of Tamil nadu.

Keywords: Organisational Climate, Sugar Mills, Tamil Nadu, Career Policies and Compensation Policies



1. INTRODUCTION

The biggest problem for behavioral scientists and managers in today's environment of high expectations and fierce competition is managing different kinds of interpersonal and intrapersonal conflicts inside the organization. One more disagreement arises while trying to satisfy both personal requirements and organizational goals. The extent to which a person may expand or contract his or her resources is dependent on both the person and the circumstances in which he or she finds himself. Management's primary duty is to steer employees in the right direction, provide sound advice, and inspire them to work hard to achieve set goals. Without an environment conducive to the growth of management talent, no amount of planning, communication, or sophistication can provide positive results. In fact, if managerial progress ceases, an organization risks reaching a point of saturation and ultimately failing. Contrarily, if the conditions are

favorable, management talent will emerge to serve the organization's needs and guarantee its further expansion even in the absence of a formal training or development program.

Organizations used to be simple structures for coordinating and regulating activities. They had departments, branches, and chain of command structures, and they had personalities just like people. They were required to choose one of two extreme stances: either be unyieldingly liberal or staunchly conservative. Because of this, each organization had its own distinguishing trait in addition to its own structure. But in recent years have seen a shift in perspective from behavioral scientists and organisational theorists, who previously downplayed the significance of an organizations' culture/climate in its members' day-to-day experiences and contributions to the organisation's transformation and development programmes.

A company's culture is the defining human context within which its workers toil. Any group's chances of success and expansion are proportionate to the atmosphere there. Workers must have a solid grasp of the company's values, procedures, and guidelines. As a result, workers develop deeper roots in the company and become more invested in its success. Using its organizational behavior system, a company may shape and share its culture with its employees. Attitudes, beliefs, behavioral standards, and expectations are all part of the mental framework that make up an organization's climate. At each given workplace, the atmosphere is founded on a shared set of values held by its employees. The molar notion and the idea of a dynamic system may help us make sense of the atmosphere of an organization. According to the notion of dynamic systems, an organization's climate is the human context in which its personnel operate. Organizational culture has an effect on everything that goes on in a company. In turn, almost everything inside an organization impacts its climate. The culture that exists inside a company is crucial to its success and identity formation. Employees who are familiar with the organization's rituals and rules are more likely to remain with the company and to contribute productively. In turn, this strengthens the bond between the company and its workers, which is essential to its success.

It is a typical challenge to comprehend and characterize human behavior in organizations, and the idea of "organizational climate" serves as an illustrative illustration. In addition, their customs, beliefs, and ways of doing things are distinctive. In fact, it is the incorporation of these factors that determines the culture of a company. The collective sentiment of a company's employees toward it as a whole is its "climate," which is analogous to an asset. Common beliefs, values, and behaviors may provide insight into an organization's atmosphere. The way a superior treats a subordinate and how a subordinate views his or her superior are both excellent barometers of the atmosphere of an organization. When discussing the environment of an organization, it is important to consider all of the factors that may have an impact on a manager's performance. Organizational behavior is the mechanism that creates and disseminates a company's culture. Organizational climate studies have uncovered several contentious topics. One is how different academics define and otherwise characterize organizational climate and culture. Research has shown that organizations have distinct cultures that reflect long-standing norms of behavior.

An organization's culture may be explained as a set of rules or guidelines by which daily operations are governed and from which new policies and procedures might emerge. The idea of "organizational environment" is based on theories of human motivation in the workplace. Organizational and workplace factors have a significant effect on an employee's level of motivation, and understanding this is crucial for both describing and explaining behavior. People are primarily driven by their subjective experiences of wanting to achieve a goal and feeling compelled to do so by the reward associated with doing so. a manifestation of the prevailing values and norms held by employees at a given moment and place on the nature and purpose of the company as a whole. Organizational effectiveness may improve or decrease depending on the individual's reaction to it.

2. REVIEW OF LITERATURE

Zohar, D. (1980)¹

Using a stratified sample of twenty employees from each of twenty Israeli industrial firms, we developed and validated a 40-item measure of organizational environment for safety. This climate indicator represents workers' views on the significance of safe behavior in the workplace. The average of its range, from very favorable to neutral, is indicative of the company's general safety atmosphere. It is shown that safety inspectors' assessments of the efficacy of a company's safety program are connected with the degree to which Ss agree with such assessments. Ss' opinions of management

¹ Zohar, D. (1980). Safety climate in industrial organizations: theoretical and applied implications. *Journal of applied psychology*, 65(1), 96.

attitudes toward safety and their own perceptions of the significance of safety in general production processes were the two most important aspects in influencing the degree of this atmosphere. When operationalized and verified as shown in this article, organizational climate is offered as a valuable tool in analyzing occupational behavior.

Rahimic, Z. (2013)²

The purpose of this study was to examine the many factors that contribute to a positive work environment in Bosnia and Herzegovina, specifically how they affect employee happiness, motivation, and productivity in the workplace (BiH). The authors of this research had the difficult task of trying to determine whether or not male and female participants place different emphasis on the same aspects of organizational culture when it comes to their level of work satisfaction. This article tests the assumption that managers and executives have a more favorable view of their company. Businesses that take measures to manage their work environments may affect their workers' dedication, creativity, morale, job satisfaction, and many other factors related to their work experience. BiH's unique business environment, which exists in a transition time and under complex political and economic systems, makes study on the influence of organizational climate on work satisfaction particularly important.

Randhawa, G., & Kaur, K. (2015)³

Organizational success depends on workers going above and beyond the call of duty, which is only achievable in a welcoming and motivating office setting. In this research, we examine the relationship between "organizational atmosphere" and OCB (or "corporate citizenship behavior"). Five hundred and nine employees from a large-scale food processing sector in Punjab made up the sample. The information was gathered with the use of a predetermined questionnaire, and then analyzed using multiple regression and Pearson's product-moment correlation. According to the results, there is a robust connection between a happy work environment and OCB. Multiple regression analysis revealed that aspects of the workplace environment accounted for 67.6% of the variation in OCB. Moreover, OCB is shown to be substantially influenced by elements of the organizational climate, including supervisor support, performance feedback, clarity of the environment, autonomy, pressure to create, welfare, and involvement. This study's findings suggest that managers should devote time and effort to initiatives that boost the company's culture if they want to see the kind of positive extra-role behavior results.

Eustace, A., & Martins, N. (2014)⁴

Leadership, organizational environment, and company performance may all be addressed with more targeted strategies when we know how they're interconnected in South Africa. Methodology, theory, and strategy in research: The study was conducted as a descriptive, cross-sectional field survey, with 896 respondents (all from the same organization). Principal results: Using multivariate analyses such as exploratory factor analysis (EFA) and structural equation modelling (SEM), we were able to identify a previously unrecognized set of organisational dimensions, verify an existing relationship between leadership and organisational climate, and establish a link between organisational climate and its various dimensions. Implications for practice and management were drawn from the study's results, which highlighted the significance of certain generic and specialized leadership approaches in fostering the appropriate atmosphere inside organizations in South Africa and the FMCG industry. This research adds to our understanding of how management styles affect workplace environments in South Africa.

Patterson, M., Warr, P., & West, M. (2004)⁵

It was hypothesized that the relationship between the general mood around the office and employees' output would be mediated by their level of happiness at work, which would be in line with the growing body of research on the links between emotion and behavior and the widespread acceptance that awareness alone is insufficient to motivate change. Controlled investigations showed a strong relationship between eight components of organizational environment (such as skill development and care for employee welfare) and future productivity at 42 manufacturing firms. Several regression hierarchies testing the mediation hypothesis for individual climatic factors yielded positive results. Overall, the factors of the work environment that had higher satisfaction loadings were associated with higher levels of

² Rahimic, Z. (2013). Influence of organizational climate on job satisfaction in Bosnia and Herzegovina companies. *International Business Research*, 6(3), 129.

³ Randhawa, G., & Kaur, K. (2015). An empirical assessment of impact of organizational climate on organizational citizenship behaviour. *Paradigm*, 19(1), 65-78.

⁴ Eustace, A., & Martins, N. (2014). The role of leadership in shaping organisational climate: An example from the fast moving consumer goods industry. *SA Journal of Industrial Psychology*, 40(1), 1-13.

⁵ Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of occupational and organizational psychology*, 77(2), 193-216.

productivity. The second hypothesis, that managers' impressions of the workplace atmosphere would be more strongly connected to productivity than those of non-managers, was also disproved. Nonetheless, managers were far more optimistic than non-managers about most elements of their company's atmosphere.

Ng, J. C. Y., & Ng, K. Y. N. (2014)⁶

There has been a growing chorus of voices advocating for a more holistic strategy to studying organizational culture and environment. Culture research is where the study of organizational culture began, thus studies that examine all three—culture, organizational culture, and organizational climate—should be feasible. We suggest that a more holistic approach to these ideas will provide future researchers with additional options for complementary studies. It will provide more information than we would get by studying the ideas alone, since it will reveal the potential interconnections between these factors.

Noordin, F., Omar, S., Sehan, S., & Idrus, S. (2010)⁷

The study's results show that workers view the environment at their workplace as being around average. Based on a 5-point Likert scale, the average scores for the various aspects of the workplace environment varied between 3.38 and 3.77. With a mean score of 3.22, continuation commitment is the weakest of the three components that make up the organizational commitment construct. There were no associations found between persistence in commitment and other factors like organizational structure, cooperation, or decision-making. There are statistically substantial positive relationships with every other variable. The present study's results suggest that, all things considered, ABC Corporation might stand to strengthen its existing atmosphere and organizational commitment across the board.

Datta, A. (2020)⁸

The purpose of this research was to isolate the factors that make up a positive work environment in the hotel industry, and to assess how much those factors contribute to a low turnover rate. Fifty-four workers from eighteen high-end hotels in India provided the information. The elements of the workplace environment that have an effect on employee turnover were identified using factor analysis, and the impact of these factors on employee turnover was evaluated using structural equation modeling. The hypothesis that there were significant disparities in workers' intention to leave was investigated using one-way ANOVA. The study found that there were significant disparities in turnover rate among hotel workers of various job levels and sexes. Employee attrition decreases with age and rank, and the discovered determinants of organizational environment had the greatest impact on departure rates among male frontline workers. With this information in hand, hotel management may create strategic HRM plans to reduce employee turnover.

Lowies, A., & Somera, S. S. (2012)⁹

As a result, Illovo Sugar created a management development plan that aims to reduce staff turnover by catering to the company's workers' unique requirements. Fifty participants were selected for this survey, which focuses on staff sentiments regarding a new initiative. A questionnaire with an attitude scale was utilized as the study tool. According to the study's findings, most workers are aware of the initiative's potential advantages and are dedicated to seeing it through to fruition. By the use of these programs, Illovo Sugar has been able to boost morale and work satisfaction among its employees. Nonetheless, workers still have reservations about Illovo Sugar's succession planning approach. Little tweaks and enhancements may be made to the software so that it better meets the demands of the organization's management staff.

Carville, S. P., & Sudha, K. S. (2016)¹⁰

It's common knowledge that the norms and customs practiced within a certain group or organization affect the spirits of its members. It's accepted, therefore, that the norms and beliefs of one group may vary from those of another. It has been

⁶ Ng, J. C. Y., & Ng, K. Y. N. (2014). Culture, organisational culture and organisational climate: An integrative approach. *Indian Journal of Commerce and Management Studies*, 5(2), 18-26.

⁷ Noordin, F., Omar, S., Sehan, S., & Idrus, S. (2010). Organizational climate and its influence on organizational commitment. *International Business & Economics Research Journal (IBER)*, 9(2).

⁸ Datta, A. (2020). Measuring the influence of hospitality organizational climate on employee turnover tendency. *The TQM Journal*, 32(6), 1307-1326.

⁹ Lowies, A., & Somera, S. S. (2012). The impact of a management development programme on Illovo Sugar Limited management employees. *Journal of Management & Administration*, 10(2), 107-151.

¹⁰ Carville, S. P., & Sudha, K. S. (2016). Impact of organizational culture on organizational commitment: A comparative analysis between the education and financial services sectors. *International Journal of Education and Management Studies*, 6(1), 40.

suggested that management tenets and practices have an effect on company culture, which in turn may have an effect on employee dedication to the company. The current research aims to analyze the impact of corporate culture on employee loyalty in two specific industries (education and financial services) because both have experienced rapid expansion and privatization in recent decades, and because their respective business models have become increasingly successful as a result. Findings show a wide gap between the two industries on measures of culture and commitment.

3. STATEMENT OF THE PROBLEM

The sugar mills industry has been facing significant difficulties in luring new workers, inspiring their existing workforce, and keeping workers on board. The rising trend of workers quitting their jobs in sugar mills to pursue new chances elsewhere has been ascribed to a number of different factors. These include long working hours, salaries that are less competitive in comparison with their counterparts in other sectors, a lack of opportunities for career growth and progression, a low salary, increased work load, an imbalance between work and personal life, unfavorable working relationships between their departmental colleagues and supervisors, job ambiguity, a lack of involvement of employees in decision-making, a lack of fairness in the implementation of policies, and a lack of job security. Finally, there is a lack of job security. But these days, the obstacles that individuals confront after entering the sugar mills, which was described before, have an effect on their level of dedication, which in turn raises concerns such as high turnover, absenteeism, and poor productivity. Hence, throughout the course of the last ten years, the sugar mills have been unable to either recruit new workers or keep the workers they already had. This problem has even extended to the public sector. This had an effect on the calibre of the staff in the sugar mills that were already operating. There is no doubting that the organizational environment is the primary aspect that plays a role in how workers feel about the company that employs them. Sugar mills have a number of challenges, and one of the most pressing of these is determining and comprehending the factors that have an impact on the organizational environment, which is one of the ways in which these challenges may be overcome.

4. RESEARCH QUESTION

- What are the various elements that are having impacts on the organisational climate in the sugar mills?

IMPORTANCE OF THE STUDY

Every company has its own particular atmosphere, sometimes known as the company's internal environment. It is difficult to provide a specific definition of the Climate since it is a generic notion. It is used interchangeably with the term "the weather," which refers to the state of the atmosphere as a consequence of the interaction of many factors in the environment. Everyone has a basic comprehension of a few of these driving factors. When applied to organizations, the term "climate" may be said to refer to the dominant state of mind that can be found in the setting in which the organization operates, such as a sugar mill. It refers to the degree of members' feelings of care and kindness toward one another, as well as their sense of belonging to the group. Sugar mill members' perceptions of the organizational climate are used as the basis for the assessment of organizational climate in sugar mills. The quality of the internal environment of an organization that is experienced by its members and is considered to be largely stable is referred to as the organizational climate. It has an effect on their behavior and may be characterized in terms of the values of a certain set of traits (or attributes) that the organization has. The identification of the organization as a social structure and the degree to which participation is a psychologically satisfying experience are both aspects that are relevant to the concept of organizational climate. It is possible to interpret it as the level of trust and comprehension that exists between all of the members of the organization. Because of this, the nature of the interaction between individuals and the organization as well as the relationship between superiors and subordinates is what defines the climate of an organization. These connections are established as a result of the interactions that take place between the goals and objectives, the formal structure, the styles of leadership, the management process, and the behavior of the people. The primary objective of the research is to determine the aspects of organizational environment that will contribute to an increase in sugar mills' level of effectiveness.

5. OBJECTIVE OF THE STUDY

- To study the diverse elements that creates significant impacts on organisational climate in sugar mills.

6. RESEARCH METHODOLOGY

The study is focused on obtaining opinions from the employees working in the sugar mills in the study area of Salem District. The study has the base of empirical research which is carried out based on the observations in the field. The data was collected using the structure interview schedule which is derived from literature and preliminary investigation in the field. The research follows the methodology adopted in empirical research.

The samples used for collecting the data were selected based on random sampling technique. The sample size of the study was fixed to be 209 based on the standard deviation derived from the results of the pilot study. The lists of the population frame were collected from 4 sugar mills that are operating in the study area of Salem District. The collected list were used for randomization of the population out of which 209 workers were selected based on tippet's table method using simple random sampling.

The analysis is composed of confirmatory factor analysis modeling in Analysis of Movement Structure software.

7. ANALYSIS AND INTERPRETATIONS

The analysis was carried out using the data collected from the workers working in the sugar mills which was subjected to detailed analysis resulting the following classification and summarization of elements of organisational climate that influence the workers in sugar mills.

Table - 1
Summary of Results - Exploratory Factor Analysis and Coding for Confirmatory Factor Analysis

Elements of Organisational Climate	Variables	Factor Loadings	Code	Elements of Organisational Climate	Variables	Factor Loadings	Code
Fair Compensation Policy (FCP)	Appropriate Salary and Wages for the work extracted	0.925	FCP1	Workers Welfare and Satisfaction (WWS)	Non-financial safety measures for the workers	0.775	WWS1
	Working within the prescribed time limit of job description	0.845	FCP2		Protection against health issues in the working environment	0.704	WWS2
	Incentives and Benefits for well performing workers	0.809	FCP3		Refreshment and stress relaxation policies	0.632	WWS3
Participative Working Environment (PWE)	Ability to voice out opinions in the working environment	0.879	PWE1		Grievance are disposed in shorter frame	0.612	WWS4
	Enables to add innovativeness in work process	0.834	PWE2	Career Development Practices (CDP)	Permitting to pursue other technical courses	0.754	CDP1
	Flexibility in the working time	0.774	PWE3		Enabling to work with technological reforms in production	0.731	CDP2
	Attainable work target and rotational policies	0.756	PWE4		Self Development and assessment policies	0.719	CDP3
	Safe and secure working environment with updated tools	0.703	PWE5		Career counseling for technical workers	0.603	CDP4
Supportive Leadership (SL)	Motivation to perform added responsibilities	0.896	SL1	<i>(Source: Compiled from Analysis Output)</i>			
	Eliminating group conflicts and problems	0.789	SL2				

	Ensuring co-ordination across departments	0.632	SL3
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Confirmatory Factor Modelling (SEM)
Elements of Organisational Climate in Sugar Mills

The results of the factor analysis was coded which was used to construct the model using the analysis of movement structure which is presented below in the following context.

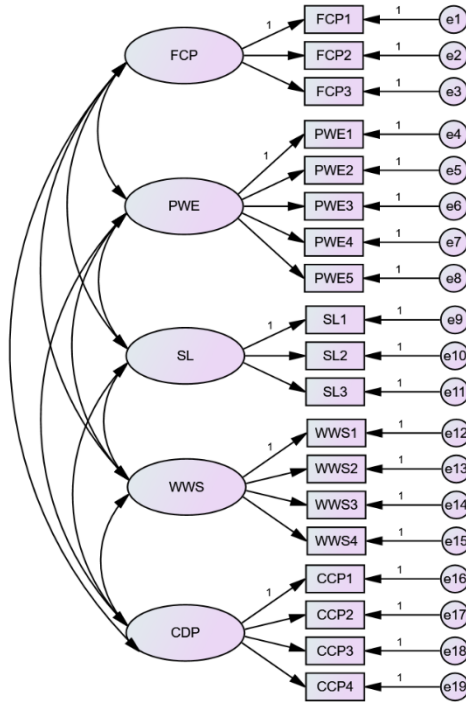


Chart- 1- Constructed Model

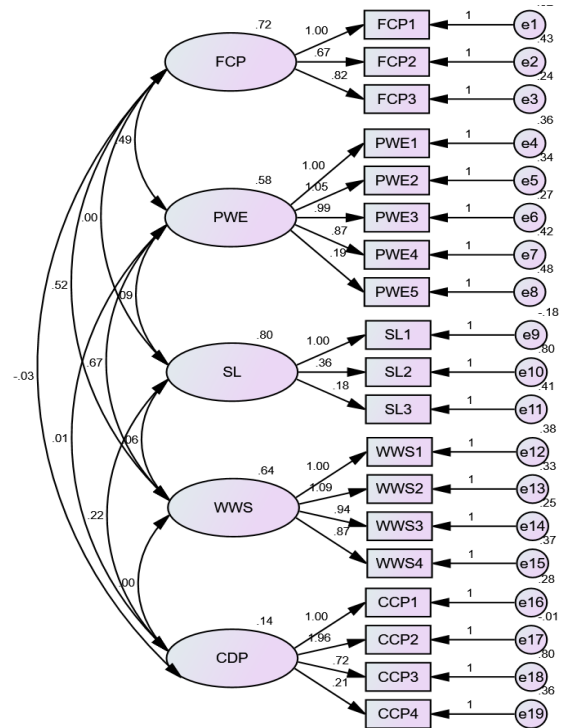


Chart- 2- Fit Model

Elements of Organisational Climate in Sugar Mills

8. RESULTS OF THE MODEL

The model has a total of twelve variables, of which there are 19 observable variables and 24 unobserved variables. The number of variables that are involved in the model may be stated as follows: Some aspects of the organizational environment in the sugar mills are explained by the factors that were investigated in this research. The preceding model provides a summary of the number of variables that were considered in the research, which was partitioned according to the variables that were discussed under each element in table 1. The following is a synopsis of the link between the many components that were included into the model.

Table - 2
Regression Weights

			Estimate	S.E.	C.R.	P
FCP1	<---	FCP	1.000			
FCP2	<---	FCP	.669	.070	9.520	***
FCP3	<---	FCP	.816	.068	11.989	***
PWE1	<---	PWE	1.000			
PWE2	<---	PWE	1.054	.074	14.211	***

			Estimate	S.E.	C.R.	P
PWE3	<---	PWE	.995	.069	14.507	***
PWE4	<---	PWE	.873	.071	12.215	***
PWE5	<---	PWE	.188	.059	3.179	.001
SL1	<---	SL	1.000			
SL2	<---	SL	.363	.085	4.245	***
SL3	<---	SL	.179	.052	3.421	***
WWS1	<---	WWS	1.000			
WWS2	<---	WWS	1.090	.074	14.736	***
WWS3	<---	WWS	.939	.064	14.750	***
WWS4	<---	WWS	.869	.068	12.861	***
CDP1	<---	CDP	1.000			
CDP2	<---	CDP	1.962	.235	8.341	***
CDP3	<---	CDP	.724	.181	4.002	***
CDP4	<---	CDP	.213	.113	1.877	.061

(Source: Primary Data; *** - implies valid relationship)

The regression weights describe the casual link among the relevant variables and characteristics that are parts of organizational climate that have an influence on the worker attitude in sugar mills. This mindset has been shown to be affected by the organization's climate. The beta estimates provide an explanation for the link that exists between the many factors and variables that are part of the research.

- **FAIR COMPENSATION POLICY**

The variables under this factor are having significant relationship among the variables involved in the study. The workers are having significant impact based on the workers compensation policy followed in the sugar mills. The beta estimates can be used for prediction which is validated by the significant p-value.

- **PARTICIPATIVE WORKING ENVIRONMENT**

The participative working environment is having significant impact on the organisational climate and workers opinions have to be listened for making the working environment more effective. The variables involved in the study have significant relationship and impacts the participative working environment factor. The variable of safe and secure working condition has to be improved which is clearly explained by insignificant p-value.

- **SUPPORTIVE LEADERSHIP**

The variables under this factor are having significant relationship among the variables involved in the study. The workers are having significant impact based on the workers compensation policy followed in the sugar mills. The beta estimates can be used for prediction which is validated by the significant p-value.

- **WORKERS WELFARE AND SATISFACTION**

The workers welfare and satisfaction is another major element that have an impact on the organisational climate in the sugar mills which is clearly explained by the variables involved in the study and it has significant relationship with the factor.

- **CAREER DEVELOPMENT PRACTICES**

The development of the workers in all professional oriented way augurs well for the sugar mills and these policies involved in the study are having impact on the organisational climate which is validated by significant p-value among all variables except career counseling for technical workers.

The five factors derived from the exploratory factor analysis examined with the AMOS which has validated the relationship among the factors and variables which can be used for analyzing the elements of organisational climate in the sugar mills.

Table – 3
Summary of Model Fit Indices

<i>S. No</i>	<i>Indices</i>	<i>Suggested Value</i>	<i>Model Value</i>
1.	Chi-Square	<5.00	2.512
2.	GFI	>0.80	0.912
3.	AGFI	>0.80	0.869
4.	NFI	>0.80	0.801
5.	CFI	>0.90	0.862
6.	RMR	<0.08	0.059
7.	RMSEA	<0.09	0.053

(Source: Extracts from Model)

Model fit was achieved using values described in the aforementioned literature; these values are shown in the table. The elements of Fair **Compensation Policy (FCP)**, **Participative Working Environment (PWE)**, **Supportive Leadership (SL)**, **Workers Welfare and Satisfaction (WWS)** and **Career Development Practices (CDP)** has vital influence on the organisational climate in the sugar mills of Tamil nadu. The major factors those are composing positive organisational climate highly depends on these policies in the sugar mills.

9. DISCUSSIONS

Most organisational climate measurements concentrate in on certain features of the workplace; however these tend to differ from research to study. One of the most significant issues for organizational academics is getting consensus on the characteristics of organizational climate and their characterization. Yet, there does not seem to be a unified understanding of what constitutes a healthy work environment. It's important for employees to feel like they have some ownership over their job in any company. To do this, there must be high levels of employee engagement and a positive work environment. The extremely social person has a propensity to seek meaning and encouragement from the people around him. The findings of this research are in line with the theoretical work of certain scholars who have argued that congruency is an important notion. An ever-increasing level of competitiveness, globalization, and technological advancements define the business climate of today's fast-paced globe. The firm is able to stay in business because of its commitment to provide customers with superior value compared to its rivals. An employee's knowledge, intelligence, talents, and dedication are all crucial to the success of a business striving for greatness. This research has contributed significantly to our understanding of the factors that influence the mentality of sugar mill employees and the overall organisational climate.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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