

## ORGANIZATIONAL CLIMATE AND WORK VALUES AMONG EMPLOYEES OF HEALTH CARE SECTOR IN CHENNAI CITY

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### KEYWORDS

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### ABSTRACT

The Indian health care Industry is going through a transition and the future is likely to see significant changes in the nature of provision of health care and the roles of various players in the industry. Hospitals are considered the focal points for health services delivery and consume nearly 30 per cent of the national health care budget. Lower cost is the main issue that weighs the balance heavily in favours of India. Nursing services form an integral part of any hospital. Nursing is both art and science and it's a profession that calls for commitment, maturity (emotional) and an ability to access and synthesize information quickly and correctly. The nursing staffs acts as a bridge between doctor and patient. Nursing department works through nursing staff that is competent and humane in its functioning. The staffs provide assistance to doctors to carry out treatments efficiently. The nursing staffs works in operation theatre, intensive care unit, surgical intensive care unit, intensive cardiac care unit and outpatient wards and rooms. It is the goal of this research to determine the link between Organizational Climate and the level of Work Values in the Chennai Hospitals. The independent variable is Organizational Climate, and its sub variable is as follows 'Work Environment', 'Teamwork' and 'Autonomy', 'Challenging Job', 'Involvement', 'Planning and Decision Making', 'Innovation'. Work Values is the dependent variable, and its sub variables include 'Intrinsic', 'Extrinsic' and 'Altruistic', 'Status', 'Social'. This study is descriptive in nature, and data will be collected by a questionnaire distributed to 373 consumers in the Chennai Healthcare Hospitals. Multiple regression analysis will be employed to conduct the analysis in this study. We concluded from the outcomes of this study that there is a favourable association and considerable influence between Organizational Climate and Work Values within the Chennai Hospitals sector.

**Introduction:**

It is a category of stocks which is related to medical and healthcare goods or services. The healthcare sector includes hospital management firms, health maintenance organizations (HMOs), biotechnology and a variety of medical products. Health care is the treatment and prevention of illness & is delivered by professionals in medicine, dentistry, nursing, pharmacy and allied health. This category of stocks is considered to be defensive in nature due to the fact that most of the medical products and services are essential. According to industry and market classifications, such as the Global Industry Classification Standard and the Industry Classification Benchmark, the health-care industry includes health care equipment and services as well as pharmaceuticals, biotechnology and life sciences. The particular sectors associated with these groups are: biotechnology, diagnostic substances, drug delivery, drug manufacturers, hospitals, medical equipment and instruments, diagnostic laboratories, nursing homes, providers of health care plans and home healthcare.

The study of organizational climate gathered momentum in the late 1970s with a focus on integrating climate research into the broader field of organizational studies and distinguishing climate from similar topics such as satisfaction and organizational structure. According to **Birgit, S., Marc van, V. and Stephen, W. (2009)**, understanding how climates are formed became important, because it was believed that it would provide a deeper comprehension of the concept and lead to further conceptual and methodological progress. Initially, organizational climate was viewed as an objective construct consisting of organizational attributes such as an organization's size, structure and policies. It is these actual conditions that play a primary role in determining people's attitudes, values and perceptions of organizational events. This approach, however, is criticized and its validity questioned, because it does not consider the individual's perception of organizational attributes.

There is lot of factors which will decide the retention, job satisfaction, needs & motivating factors of an employee yet the work values of the employee have a major contribution towards the subject. Work values are something that is enduring but not immutable and it is learned early and persists fairly constantly over an individual's lifetime. One of the earliest and most frequently used researches has studied the most common work values. **Meyer, J. P., Irving, P. G., & Allen, N. J. (1998)** study bring up two of the most common work values; extrinsic (e.g. salary and job security) and intrinsic work values (e.g. motivations and challenges). More previous research focus on the altruistic values (e.g. contribution and helping people), status-associated values (e.g. skills, achievement and career) and on social values (e.g. good co-workers and leisure time).

Work values occupy a specific domain within the context of people's lives. They govern the importance placed on work and work-related aspects by individuals (and groups of people) within the context of

the entirety of their lives. Research on work values indicates that such values are derived from the same basic value systems which guide individuals through the various facets of their lives. As such, they are a specific subset of general life values and are influenced by intrinsic and extrinsic factors. The extant literature contends that various factors, such as demographics, nationality, organizations and occupation have a strong impact on work values.

### **Review of Literature;**

**Arnetz, B.B (2011)** in his article concerned with measurement of organization climate has questioned the independence of climate factors from those identified in research on work attitudes through literature review and logical argument. Two work attitude measures and 90 organizational climate items were administered to primary samples of 390 employees of a large manufacturing corporation in Ohio. Identical data were collected from a second sample of 109 employees performing similar jobs in Illinois plant of the same firm. It was hypothesized that most of the variances in a perceptual measure of the organizational climate could be subsumed in factors traditionally founding satisfaction research.

**Chen, P. & Choi, Y. (2008)** to examine the work values of senior employees in South Africa and to describe area of similarity and difference between Black and White and between male and female employees, Group discussion, which provided subject's with an opportunity to examine and clarify their own values, highlighted the role of Ubuntu or humaneness for Black subject's and the effect of this value on organizational functioning. Certain similarities and differences between groups were maintained across data collection methods, although the methods appeared to tap different levels of values. Despite between group differences in work values, these appeared to be sufficient consensus for the implementation of culturally synergistic solution to organizational problems.

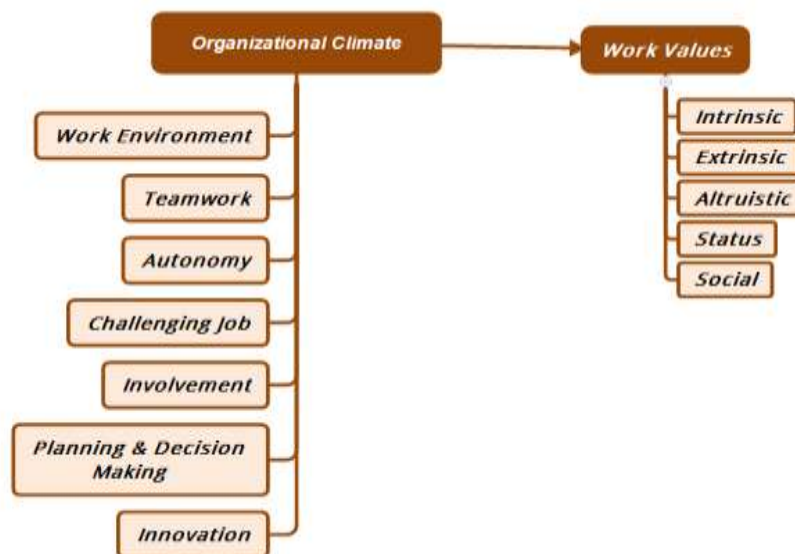
**Julian Gould-Williams (2007)** investigated as to whether organizational climate was redundant so far Work Values was concerned. First, he defined Work Values and organizational climate. The broad objective of this research was to examine Johansson's propositions that perceptual organizational climate research was redundant for Work Values research. The research was conducted at a major medical complex. The respondents included registered nurses, licensed practicing nurses, technologists, therapist, dieticians, technicians and clerical services

**Cennamo, L. and Gardner, D. (2008)** designed for study to find out the difference in the perception of middle management executives and first-line supervisors in respect of organizational climate and Work Values .The main objectives were to study the inter-correlation of the factors related to these two variables, to find out the relationship of dimensions and to know the inter-correlation of the factors related to Work Values and total score for both middle management executives and supervisor group.

## RESEARCH METHODOLOGY

### Research Design:

The study employs a research design that is guided by the investigation's aims and the outcome's emphasis. The researcher conducts the investigation using a descriptive research approach. A descriptive research study seeks to describe the traits and characteristics of a person or a group. The research design describes the current condition of affairs. The study examines Organizational Climate and satisfaction in the Healthcare Hospitals, with a focus on Chennai. The study examines the current level of Organizational Climate and satisfaction in the Chennai Healthcare Hospitals.



**Figure 1: Framework of the research**

### Objectives of the Study:

- To conduct a research of Organizational Climate in the Chennai Healthcare Hospitals.
- To find out how Work Values of Employees Hospitals in Chennai.
- Examine the varying perspectives on Organizational Climate and Work Values in Chennai Hospitals.
- Finding out how Organizational Climate impacts their level of contentment.

### Hypotheses of the Study:

- There is no discernible variation in Organizational Climate in the Chennai Healthcare Hospitals by demographic profile.
- There is no discernible variation in Work Values in the Chennai Healthcare Hospitals by demographic profile.
- In the Chennai Hospitals sector, there is minimal debate on the efficiency of Organizational Climate, and Work Values.

- Organizational Climate has little impact on Work Values.

### Data Collection:

The researcher used a well-structured questionnaire to obtain primary data from Hospitals Employees. The questionnaire is broken into three components; the first portion contains information about the personnel's demographic characteristics. The second segment delves into Organizational Climate, while the third component delves into Work Values.

### Reliability Analysis:

Additionally, reliability analysis was conducted to assess the criterion stated above's dependability. To be considered satisfactory, the reliability range of 0.82 to 0.85 must be at least 0.70.

S.No.	Variable	Item	Cronbach's Alpha
I	Organizational Climate	32	0.82
II	Work Values	33	0.85

### Sampling Technique:

The study employed the sample process probability model. The questionnaire's receiver was chosen using a simple random sampling. This data gathering procedure is straightforward and affordable. Through introduction, the strategy depended on equal chance to discover qualified Healthcare Hospitals Employees. This inspection approach was developed expressly for this study in order to guarantee the presence of Healthcare Hospitals Employees.

### Sample Size:

Totally 381 questionnaires were distributed. 376 questionnaires were received. 5 questionnaires were not received. Out of 376 received questionnaires 373 were eligible and the remaining 3 were with flaws. Hence, the sample strength was 373.

### Data Analysis:

Path analysis is a method for identifying the variables other than the mediator that have an impact on the dependent variable. Organizational Climate is used as an independent variable in this research. Work Values is considered a dependent variable.

## REGRESSION ANALYSIS

**Table 1: Impact of dimensions of Organizational Climate on Intrinsic of Work Values**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	p
'Work Environment', 'Teamwork' and 'Autonomy', 'Challenging Job', 'Involvement', 'Planning and Decision Making', 'Innovation'	Intrinsic of Work Values	0.548	0.300	0.282	16.1	0.001

Source: primary data

Table shows the impact of the factors of Organizational Climate on the Intrinsic of Work Values among Health sector Employees' employees. This table predicts and lists Seven powerful factors of Organizational Climate such as 'Work Environment', 'Teamwork' and 'Autonomy', 'Challenging Job', 'Involvement', 'Planning and Decision Making', 'Innovation'. Out of Seven Health sector Employees' employees Organizational Climate factors three such as 'Autonomy', 'Challenging Job' and 'Relationship' are potent and other five factors 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' are less potent. Actually the factor 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' does not impact the Intrinsic of Work Values.

The square value of the product moment interactions is named as the coefficient of determination R<sup>2</sup>. R<sup>2</sup> rises with the value of R. Adjusted R<sup>2</sup> will always be less than R<sup>2</sup>. If the difference between the adjusted R<sup>2</sup> and R<sup>2</sup> is small, it indicates that the model is satisfactory. Therefore, the following hypothesis was formulated to verify this position.

**H<sub>0</sub>:** There is no impact of factors of Organizational Climate on Intrinsic of Work Values among the Health sector Employees' employees.

**Table 2 Co-efficient table**

S.No.	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	1.3100	0.205		6.3793	0.001
1	Work Environment	0.0603	1.004	0.0733	0.0601	0.952

2	Teamwork	0.5706	0.367	0.6576	1.5561	0.121
3	Autonomy	-0.4019	0.210	-0.3582	-1.9164	0.056
4	Challenging Job	-0.6922	0.346	-0.8492	-2.0033	0.046
5	Involvement	0.1616	0.295	0.1843	0.5471	0.585
6	Planning and Decision Making	0.8765	1.028	0.0695	0.8529	0.394
7	Innovation	-0.5849	0.370	-0.6795	-1.5816	0.115

Source: primary data.

The factors of 'Work Environment', 'Teamwork' and 'Autonomy', 'Challenging Job', 'Involvement', 'Planning and Decision Making', 'Innovation' show an R value of 0.548 and an R<sup>2</sup> value of 0.300 indicating 30 percent prediction of the Intrinsic of Work Values. The adjusted R<sup>2</sup> 0.282 is very close to the R<sup>2</sup> value because the difference is only 0.018; I.e. the sample size approaches the population size. The F-value of 16.1 is significant at the p-value 0.001 level of significance. Therefore, the following regression equation was designed.

Intrinsic of Work Values = (1.3100) + Work Environment (0.0603) + Teamwork (0.5706) - Autonomy (0.4019) - Challenging Job (0.6922) + Involvement (0.1616) + Planning and Decision Making (0.8765) - Innovation (0.5849).

The 'beta' value of Work Environment of Organizational Climate of 0.0733, which represents a 7.33 percent impact on the Work Environment of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of 0.0601 represents that the standardized regression coefficient at a p-value of 0.952 is not significant. Therefore, the Work Environment of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Teamwork of Organizational Climate of 0.6576, which represents a 65.76 percent impact on the Teamwork of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of 1.5561 represents that the standardized regression coefficient at a p-value of 0.121 is not significant. Therefore, the Teamwork of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Autonomy of Organizational Climate of -0.3582, which represents a -35.82 percent impact on the Autonomy of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of -1.9164 represents that the standardized regression coefficient at a p-value of 0.056 is significant. Therefore, the Autonomy of Organizational Climate confirms the impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Challenging Job of Organizational Climate of -0.8492, which represents a -84.92 percent impact on the Challenging Job of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of -2.0033 represents that the standardized regression coefficient at a p-value of 0.046 is significant. Therefore, the Challenging Job of Organizational Climate confirms the impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Involvement of Organizational Climate of 0.1843, which represents an 18.43 percent impact on the Involvement of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of 0.5471 represents that the standardized regression coefficient at a p-value of 0.585 is not significant. Therefore, the Involvement of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Planning and Decision Making of Organizational Climate of 0.0695, which represents a 6.95 percent impact on the Planning and Decision Making of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of 0.8529 represents that the standardized regression coefficient at a p-value of 0.394 is not significant. Therefore, the Planning and Decision Making of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees.

The 'beta' value of Innovation of Organizational Climate of -0.6795, which represents a -67.95 percent impact on the Innovation of Organizational Climate on the Intrinsic of Work Values, falls on the slope of the regression line. The t-value of -1.5816 represents that the standardized regression coefficient at a p-value of 0.115 is not significant. Therefore, the Innovation of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees.

The analysis discovered that there is positive impact of 'Autonomy', 'Challenging Job' and 'Relationship' on Intrinsic of Work Values. Schneider, B., & Snyder, R. A. (1975) discovered that 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' was less frequently exhibited by school leaders. They also identified that collaborative and compromise and styles were frequently observed, followed by forcing and smoothing. Devi, Rama. (2009) identified that only 'Autonomy', 'Challenging Job' and 'Relationship' mediate the relationship between distributive and procedural justice and Intrinsic. The analysis also identified that 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' factors of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees. But, the 'Autonomy', 'Challenging Job' of Organizational Climate confirms the negative impact on Intrinsic of Work Values among Health sector Employees' employees in the Chennai district. Pratap, S., & Srivastava, S.K. (1985); Saun, B., Gangwani, S. and Jain, S. (2016); Zeng, H. and Han, J. L. (2005); Wollard, K. and Shuck, B. (2011) discovered that there is relationship between Organizational Climate and Work Values

## FINDINGS

- The investigation that there is positive impact of 'Autonomy', 'Challenging Job' and 'Relationship' on Intrinsic of Work Values. Schneider, B., & Snyder, R. A. (1975) discovered that 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' was less frequently exhibited by school leaders. They also identified that collaborative and compromise and styles were frequently observed, followed by forcing and smoothing. Devi, Rama. (2009) identified that only 'Autonomy', 'Challenging Job' and 'Relationship' mediate the relationship between distributive and procedural justice and Intrinsic. The analysis also identified that 'Work Environment', 'Teamwork', 'Involvement', 'Planning and Decision Making', 'Innovation' factors of Organizational Climate confirms the not impact on Intrinsic of Work Values among Health sector Employees' employees. But, the 'Autonomy', 'Challenging Job' of Organizational Climate confirms the negative impact on Intrinsic of Work Values among Health sector Employees' employees in the Chennai district. Pratap, S., & Srivastava, S.K. (1985); Saun, B., Gangwani, S. and Jain, S. (2016); Zeng, H. and Han, J. L. (2005); Wollard, K. and Shuck, B. (2011) discovered that there is relationship between Organizational Climate and Work Values.

## SUGGESTIONS:

- In healthcare sector better employee performance means saving many more human lives, so organizations should focus on fulfilling the needs of employees, keep them motivated and should focus on retaining their best staff. Employee work recognition in form of some special bonus or fast promotion can work in motivating them.
- According to the study moderate talent retention practices gives better employee performance. In healthcare employees are directly dealing with the customers and their actions affects the customers directly. In a way employees are directly responsible for customers, so employees should be given appropriate authority also.

## CONCLUSION:

Organizational Climate and the level of Work Values in the Chennai Hospitals have been studied in this study for the first time. There is a high association between online Organizational Climate and Work Values according to Arnetz, J.E. (2011). Organisational climate exerts a powerful influence on the behaviour of employees in workplace and plays a crucial role in any organisational process, improvement that requires the implementation of a major organisational change. More in general organisational climate can have significant positive or negative effects on organisation and its

performance. It is, therefore, reasonable to claim that organisational climate has a great importance in understanding how an organisation works and creates value. Regarding the healthcare services, it is possible to state that healthcare organisations are becoming more aware of the need to understand their employees' perceptions and climate generated by their organisation because of its links to organisational capability to guarantee high quality service and generate value to its stakeholders.

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