

Study of organizational climate at NTPC, BADARPUR

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Abstract

Purpose- The study aims to understand the perception of the employees regarding employee relations, organizational culture, employee welfare and job design within the organization.

Research design, data, and methodology – It is a descriptive study. A climate survey was conducted on the staff of NTPC, Badarpur. The sample size is 100. The data has been analyzed using excel and SPSS.

Results – The study finds the lack of free flow of communication with the information by the top and middle management to lower levels, lack of existence of positive attitude, lack of recreational activities to bring stress level down. NTPC, Badarpur is an association which gives a wide range of offices to its workers along these lines giving fulfilment to its representatives all things considered.

Conclusions – Correspondence network ought to be entirely clung to all the more free stream of correspondence by top and center administration. Greater lucidity with respect to expected set of responsibilities might be useful. Orderly enlistment is required. Human Asset prerequisites in groups should be re looked guaranteeing sufficient colleagues in a group. Workers are submitted towards association's objective. NTPC, Badarpur ought to move with the developing advancements so it can adapt up to the quicker rivalry.

Keywords: Employee Relations, Development, Organizational Culture, Employee Welfare, Job Design.

JEL Classification Code: J50, O20, M10, I30, M50.

1. Introduction

“Climate in natural sense is referred to as the average course or condition of the weather at a place over a period of years as exhibited by temperature, wind, velocity and precipitation.” Be that as it may, it is very hard to characterize hierarchical atmosphere joining the attributes of regular atmosphere. This is so in light of the fact that the most baffling element of an endeavor to manage situational factors in a model of administration execution is simply the tremendous multifaceted nature of the administration.

Consequently, authoritative atmosphere is a generally persisting nature of the inward condition that is experienced by its individuals, impacts their conduct and can be depicted regarding the estimation of a specific arrangement of attributes of the association. It might be conceivable to have the same number of atmospheres as there are individuals in the association when considered by and large, the activities of the people turn out to be more significant for survey the aggregate effect upon the atmosphere and deciding the dependability of the workplace. The atmosphere ought to be seen from an aggregate framework point of view. While there might be contrasts in atmospheres inside divisions these will be incorporated to a specific degree to mean general authoritative atmosphere.

2. Dimensions of Organizational Climate

The imperative measurements or segments which all things considered speak to the atmosphere of an association are as underneath:

1. **Prevailing Introduction:** Predominant introduction of the association is an imperative determinant of atmosphere and it is the real worry of its individuals. In the event that the predominant introduction is to hold fast to built up tenets and directions, the atmosphere is described by control. On the off chance that the introduction is to deliver magnificence the atmosphere will be portrayed by accomplishment.

2. **Between Individual Connections:** The relational connections in the associations are reflected in the way casual gatherings are shaped and worked. The casual gatherings may profit the association likewise, yet now and again it might uproot the objectives of the association.

3. **Peace promotion:** In the association, there can simply be between gathering and also intra amass clashes. The hierarchical atmosphere will rely on how successfully these contentions are overseen. In the event that they are overseen adequately, there will be an environment of participation in the association. On the off chance that they are not overseen legitimately there will be an environment of doubt and non-participation.

4. **Singular Self-rule:** If the individual representatives are given adequate flexibility to work and activities specialist, it will bring about effectiveness in operations. The independence will help the weight of more elevated amount administrators.

5. **Authoritative Control Framework:** The control arrangement of the association can be either inflexible or adaptable. Unbending control will prompt indifferent or bureaucratic air in the association. There will be least extension for self control.

6. **Hierarchical Structure:** The authoritative structure serves the premise of entomb individual relations amongst bosses and subordinates. It clears up with reference to who is mindful to whom and who is to direct whom. On the off chance that there is centralisation of specialist, the investment in basic leadership by the subordinates will be less. Then again, if there is decentralization of specialist, there will be an air of participative basic leadership.

7. **Errand Situated or Relations Arranged Administration:** The overwhelming style of directors will likewise influence the authoritative atmosphere. Assignment situated approach implies that the administration style will be despotic. The workers should demonstrate results or face the discipline. The representative assurance will be low over the long haul. In the event that the supervisors are relations arranged, the atmosphere will be thoughtful and strong. There will be cooperation in the association in light of the fact that the requirements and yearnings of the laborers will be given due significance.

8. **Prizes and Disciplines:** The arrangement of prizes and disciplines is additionally an essential segment of authoritative atmosphere if the reward framework is straightforwardly identified with execution and efficiency, there will be a climate of rivalry among the workers. Everyone will get a kick out of the chance to buckle down and win more reward as advancements and pay rise. On the off chance that there is biasedness in the dissemination of prizes, the worthy representatives will be debilitated.

9. **Correspondence:** The correspondence arrangement of the association will likewise influence the hierarchical atmosphere. The stream of data, its bearing, its dispersement and its sort are exceedingly essential determinants. Legitimate correspondence framework implies that the subordinates are in a position to express their thoughts, recommendations and responses, else they will feel disappointed.

10. **Chance Taking:** How individuals react to dangers and whose assistance is looked for in circumstances including dangers are essential in any association. In the event that people don't hesitate to experiment with new thoughts with no dread they won't delay in going out on a limb. Such an environment will be helpful for creative thoughts.

The above measurements or segments are not fundamentally unrelated, they regularly cover each other. The path in which these diverse measurements work an association shows the basic rationality of the administration.

3. Developing a Sound Organizational Climate

To build up a sound authoritative atmosphere is a long haul suggestion. Hierarchical atmosphere relies on the authoritative conduct framework. The authoritative atmosphere ought to speak to the objectives and methods of insight of the individuals who combine to make the association. The sort of atmosphere that an association looks for is dependent upon the kind of individuals it has the sort of innovation, level of training and expects activities of individuals in it.

The accompanying strategies are for the most part accommodating in enhancing the atmosphere of the association:

1. **Successful Correspondence Framework:** There ought to be a two path correspondence in the association so that the workers recognize what is happening and respond to it. The administrator can alter his choice on the premise of input got.

2. Worry for Individuals: The administration ought to be keen on the human asset improvement. It ought to work for the welfare of representatives and a change in their working conditions. For building up a sound authoritative atmosphere, the administration ought to have indicated worry for the general population.

3. Participative Basic leadership: The administration ought to include the representatives in basic leadership prepare, especially those choices which are identified with objective setting and influence them. Participative basic leadership will make the workers focused on the association and more co-operative too.

4. Change in Approaches, Techniques and Standards: The hierarchical atmosphere can likewise be changed by rolling out improvements in the strategies, methods and guidelines. It is a tedious procedure yet the progressions will likewise be enduring if the specialists see the adjustments in strategies, techniques and guidelines as good to them.

5. Mechanical Changes: For the most part, the specialists and representatives oppose any imaginative changes. In any case, where mechanical changes enhance the working states of the representatives, the change will be effortlessly acknowledged. Better atmosphere will be there if the administration embraces imaginative changes in interview with the representatives.

However, all the above elements are dependent upon the suppositions of the way of individuals all in all. For instance, the Monetary MAN is essentially spurred by cash and financial security and consequently, financial components might be utilized to pull in and rouse him. For a SOCIAL MAN positive social relations and cooperations are an absolute necessity. In this manner, the formation of an atmosphere where cheerful family air wins is proper for him. The self inciting man looks for accomplishment, achievement and significance in what he does. The hierarchical atmosphere with a specific level of flexibility is fitting for him.

In this manner, so as to develop a sound authoritative atmosphere, administration must comprehend the general population in the association. The significance must be given to what inspires individuals' execution when all is said in done and assembling a general atmosphere helpful for inspiration, a sharp understanding into the person specifically and fitting an individual way to deal with initiative and employment configuration to which the man will react with duty. The diverse sorts of individuals recommend that there can't be any generally useful hierarchical atmosphere.

4. Literature Review

Mehralian et al. (2017) comes about upheld the exploration display and uncovered that Aggregate Quality Administration (TQM) usage can emphatically and fundamentally impact the Adjusted Scorecard (BSC) and its four points of view. Considering the solid relationship amongst TQM and each of the four points of view of authoritative execution (BSC), chiefs ought to unequivocally use the usage of TQM practices with a specific end goal to achieve their vital destinations.

Vatankhah et al. (2017) comes about demonstrate that Apparent Hierarchical Support (POS) goes about as the incomplete go between in the connections between strengthening, reward and Counter-profitable Work Conduct (CWB). Also, comes about bolster full interceding part of POS in the connections amongst advancement and CWB. The review progresses our comprehension of authoritative level forerunners of CWB and intervening part of POS as the social component through which HPWPs anticipate workers' behavioral results.

Sengupta and Beam (2017) find that vital points of the college around expert engagement, the amount of connected research and research specialization are enter considers deciding the hierarchical attributes of the Learning Exchange Workplaces (KTO). The hypothetical system gotten from the cases makes two key commitments to the college learning exchange writing. To begin with, it connects the college level relevant elements to the neighborhood model of learning exchange. Second, it enables us to build up an arrangement of non specific models of learning exchange, which can conceivably control colleges to build up their own particular models.

Kundu and Mor (2017) come about demonstrated that workers independent of their assorted qualities foundations emphatically recognized differing qualities and differences administration. Noteworthy contrasts were seen among representative recognitions with respect to esteeming the assorted qualities hones utilized in light of their differing qualities foundations. Further, representatives' impression of advancement of sex differing qualities was observed to be emphatically identified with seen hierarchical execution.

Arditi et al. (2017) comes about demonstrated that development associations in the U.S. are overwhelmed by "group" culture though those in India are commanded by "market" culture. The rate of postpone with respect to venture span is lower in the U.S. contrasted with India. Regardless of the way that postponements are caused by a large number of reasons regularly said in the writing, measurable investigation demonstrates that there is additionally a noteworthy connection between hierarchical culture and the greatness of deferrals.

Tortorella et al. (2015) by and large, the proposed technique has ended up being an extraordinary partner to atmosphere research and furthermore to distinguish the requirement for enhancements in managing an account setting. At last, the utilization of the 5W2H device has demonstrated critical to enhance feeble focuses seen in the atmosphere investigation, giving an underlying manual for raise the office's GSI and accomplish the objectives sought after by the organization. It is significant that, because of the way that change activities have been construed in view of direct perception, there is as yet a requirement for further examination as well as level headed discussions about the effect and suitability of these arrangements.

Yaminfirooz et al. (2015) the estimations of component investigation pass demonstrated that the impact of all markers of Atmosphere QUAL on authoritative atmosphere was noteworthy. The element stacking of the pass display demonstrated that among the nine markers, atmosphere for mental security with 5.24, atmosphere for advancement with 5.06 and atmosphere for authority with 4.93 highly affected authoritative atmosphere of the libraries. Considering the estimations of decency of-fit pointers, the way show has an ideal status in all markers, however that of RMSEA in which the status is generally adequate. The watched information moderately coordinated the hypothetical model.

Nazari et al. (2011) the discoveries recommend that both culture and atmosphere assume noteworthy parts in creating administration frameworks for IC. Moreover, for nation, when hierarchical atmosphere enhances, Center Eastern respondents saw a much more prominent change in IC administration frameworks contrasted with their Canadian partners.

Ancarani et al. (2011) unique atmospheres affect on patient fulfillment in an unexpected way. Proof was discovered that a human connection atmosphere enlarges quiet fulfillment. Ward chiefs' introduction on particular authoritative models is coordinated by the genuine atmosphere seen by therapeutic and nursing staff. Examination between option settled models demonstrates that there is confirmation for the interceding impact of atmosphere between the administrators' atmosphere introduction and patient fulfillment.

Davidson (2003) the review looks at authoritative atmosphere and hierarchical culture inside an inn industry structure. A contention is advanced that there is a causal connection between great hierarchical atmosphere and the level of administration quality in an inn. Authoritative atmosphere is likewise analyzed inside the administration quality system to investigate the impacts of its joining into quality activities.

5. Research Methodology

Objectives of the study:

- To understand the working environment at NTPC, Badarpur, Faridabad.
- To understand the perception of the employees regarding employee relations, organizational culture, employee welfare and job design within the organization.

Scope of the study: The scope of the study was limited to NTPC, Badarpur, Faridabad.

Research Design: It is a Descriptive study. And the target area was limited to NTPC, Badarpur. Although each organizational climate study is tailored to meet the needs of an individual organization, in general, they are aimed at all aspects of the employees' jobs. A climate survey was conducted on all the staff of NTPC, Badarpur. The total strength of NTPC Employees was 1347 at the time of the study conducted. I had received 100 respondents' response (64 executives, 15 supervisors and 21 workmen) for the survey on which I had conducted statistical analyses using excel and SPSS.

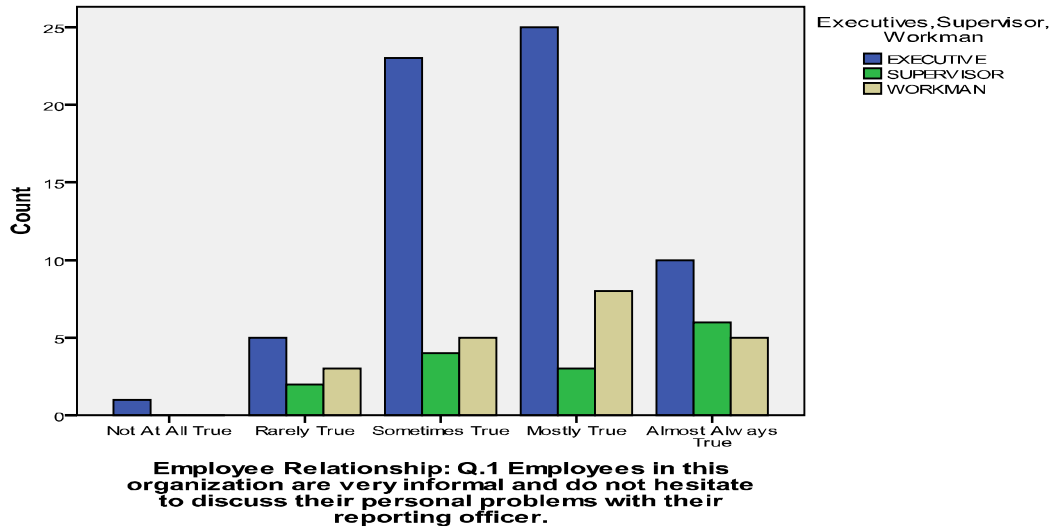
Data sources and tools used:

1. Primary Sources: Primary sources of data included interactions with the employees. Structured questionnaire on Organizational Climate study required the preparation of a detailed questionnaire which could capture all possible areas of satisfaction and dissatisfaction of the employees. The questions were on a 5 point scale, where 1 was the least satisfaction level and 5 was the most satisfaction level. There were also a couple of open ended question.

2. Secondary sources: The major sources of secondary data were the records of the organization, the annual reports and the literature review available on the internet.

6. Data Analysis and Interpretations

6.1. Employee Relation (ER)



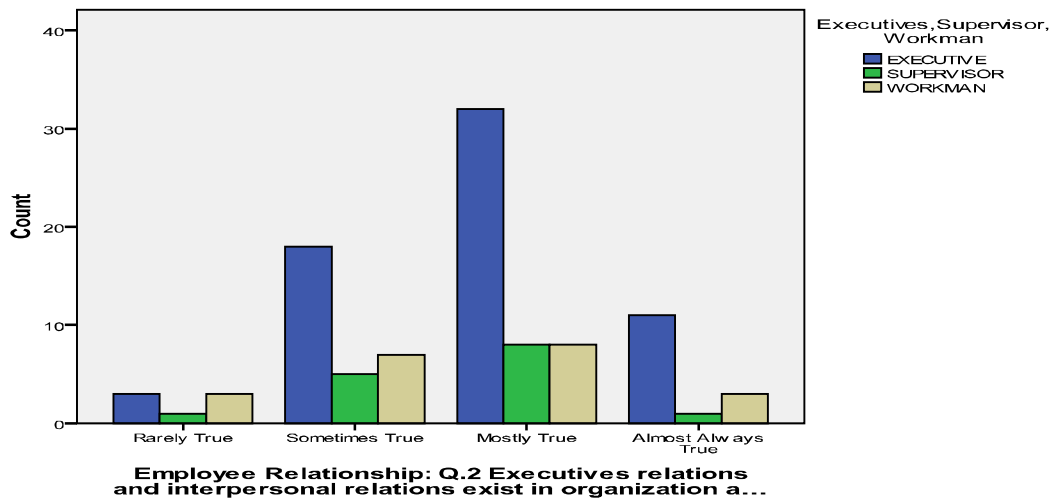
<Figure 1> responses for “Employees in the organization are very informal and do not hesitate to discuss their personal problems with their reporting officer”

<Table 1> descriptive statistics for “Employees in the organization are very informal and do not hesitate to discuss their personal problems with their reporting officer”

	Mean	Std. Deviation
Employees in the organization are very informal and do not hesitate to discuss their personal problems with their reporting officer	.6650	.23895

Interpretations: The Mean indicates that around 67% of the employees feel that there is no communication gap between subordinates and their reporting officer. There is very informal atmosphere in the organization. Standard Deviation here indicates there is a variability of about 24% from the Mean. If we have a look at the chart most of the employees have chosen the first three options as their response. Only around 1% of the executives have chosen “not at all true” as a response.

6.1.1. E.R-2



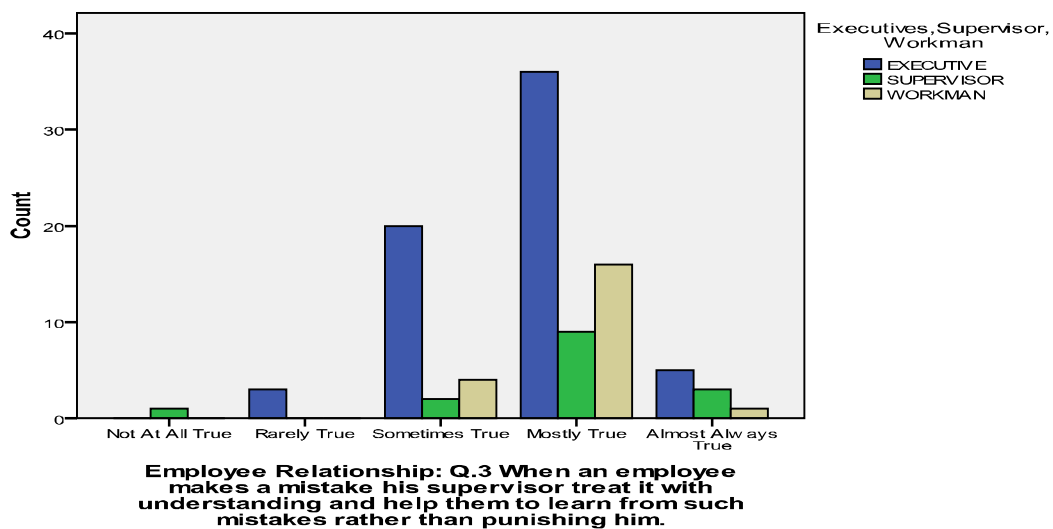
<Figure 2> responses for “Executives’ relations and interpersonal relations exist in organization and are of great value”

<Table 2> descriptive statistics for “Executives’ relations and interpersonal relations exist in organization and are of great value”

	Mean	Std. Deviation
Executives’ relations and interpersonal relations exist in organization and are of great value	.6775	.20193

Interpretations: The Mean indicates that around 68% of the employees feel that employee relationship is of great value in the organization. Importance is given to employees’ relations. Standard Deviation indicates that there is a variability of about 20% from the Mean. In the chart there is not a single employee who has chosen “not at all true” as a response.

6.1.2. E.R-3



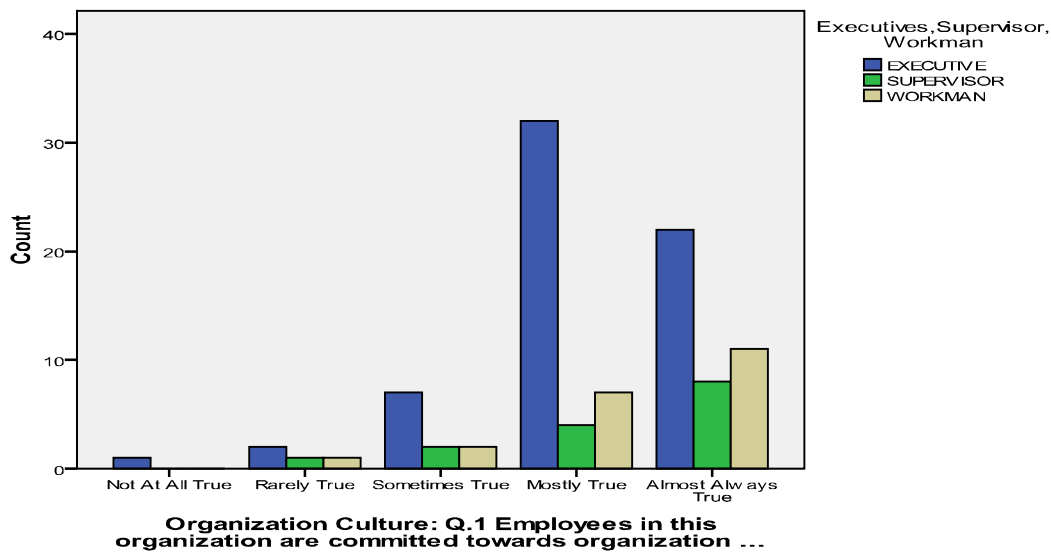
<Figure 3> responses for “When an employee makes a mistake his supervisor treats it with understanding and helps him/ her in learning from such mistakes rather than punishing him/ her”

<Table 3> descriptive statistics for “When an employee makes a mistake his supervisor treats it with understanding and helps him/ her in learning from such mistakes rather than punishing him/ her”

	Mean	Std. Deviation
When an employee makes a mistake his supervisor treats it with understanding and helps him/ her in learning from such mistakes rather than punishing him/ her.	.6850	.17631

Interpretations: The Mean indicates that around 69% of the employees are satisfied with the supervisor’s behavior. They agree that when they make a mistake, their supervisor treat it with understanding and help them in learning from such mistakes. Standard Deviation here indicates that there is a variability of about 18% from the Mean. If we have a look at the chart, most of the employees have chosen “mostly true” as a response. About 2% of the supervisors have chosen “not at all true” and about 4% of the executives have chosen “rarely true” as their response.

6.2. Organization Culture



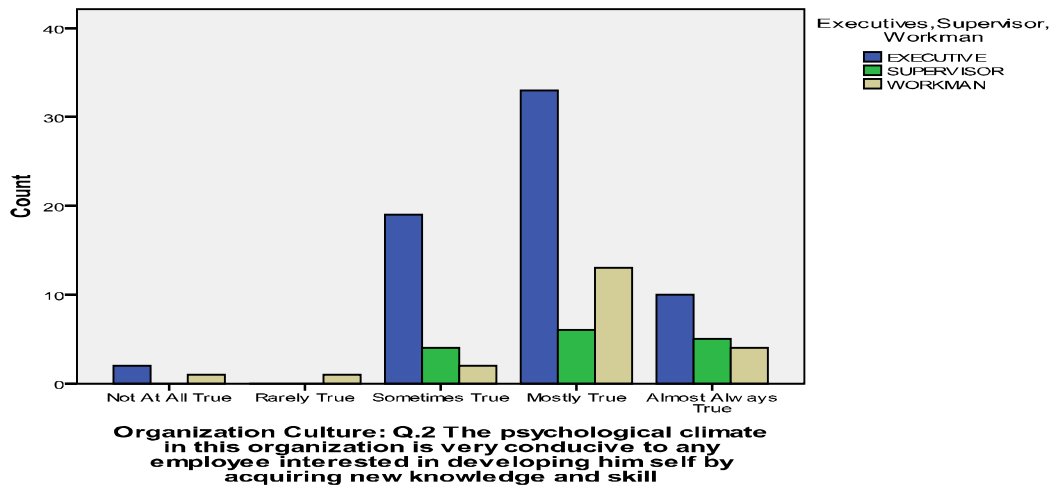
<Figure 4> responses for “Employees in the organization are committed towards organization goal”

<Table 4> descriptive statistics for “Employees in the organization are committed towards organization goal”

	Mean	Std. Deviation
Employees in the organization are committed towards organization goal.	.7975	.21525

Interpretations: The Mean indicates that around 80% of the employees are committed towards organization goal. For them organizational goal is the first priority. Standard Deviation here indicates that there is a variability of about 22% from the mean. From the chart it is clearly visible that about 80% of the employees have chosen first three options as their response.

6.2.1. O.C-2



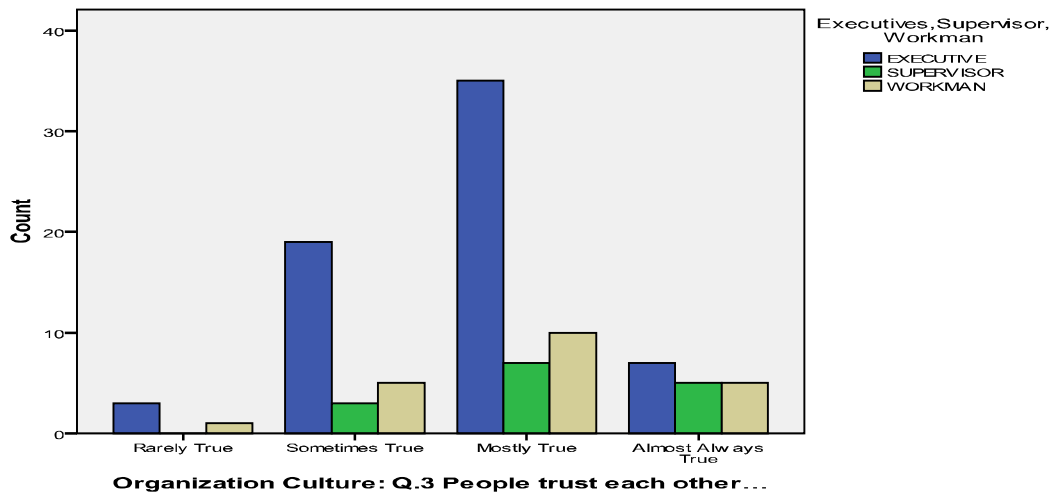
<Figure 5> responses for “The psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills”

<Table 5> descriptive statistics for “The psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills”

	Mean	Std. Deviation
The psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills	.7075	.21336

Interpretations: The Mean indicates that around 71% of the employees are satisfied with the Psychological Climate of the organization. Standard Deviation here indicates that there is a variability of about 21% from the Mean in the distribution. It is also clear from the chart that employees are satisfied with the existing psychological climate within the organization.

6.2.2. O.C-3



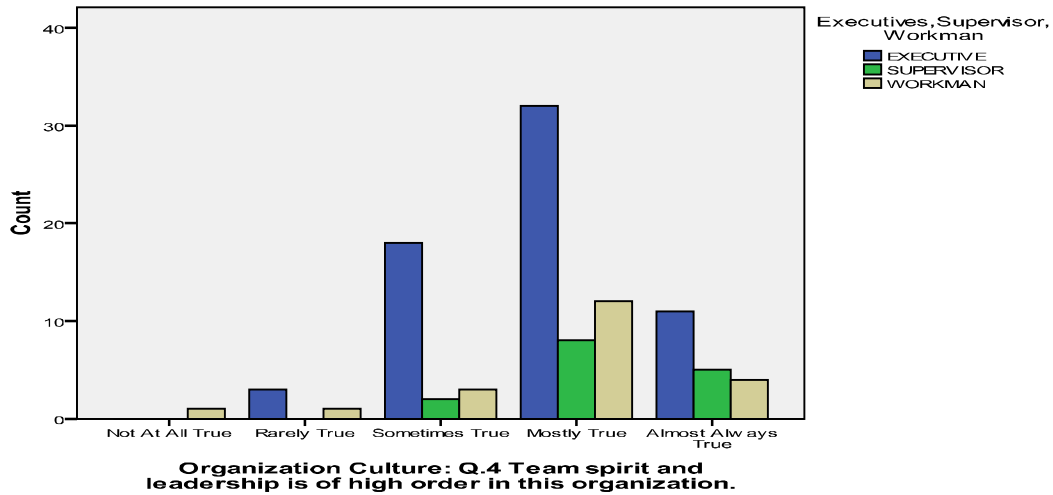
<Figure 6> responses for “People trust each other in the organization”

<Table 6> descriptive statistics for “People trust each other in the organization”

	Mean	Std. Deviation
People trust each other in the organization.	.7050	.18930

Interpretations: The Mean indicates that around 71% of the employees are in favor of the statement that trust factor exist in the organization. Employees have trust on each other. Standard Deviation here indicates that there is a variability of about 19% from the Mean. There is not a single bar for “not at all true” option.

6.2.3. O.C-4



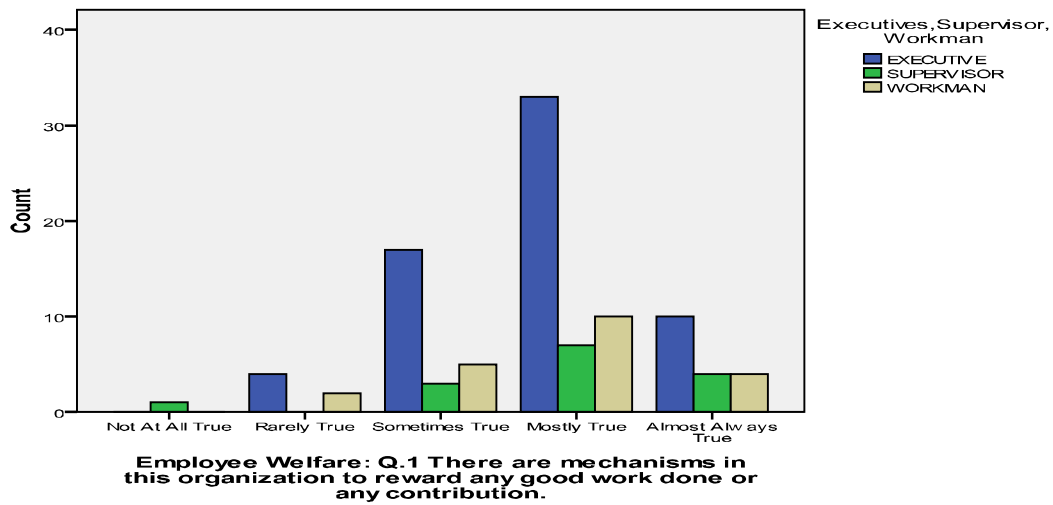
<Figure 7> responses for “Team spirit and leadership is of high order in the organization”

<Table 7> descriptive statistics for “Team spirit and leadership is of high order in the organization”

	Mean	Std. Deviation
Team spirit and leadership is of high order in the organization.	.7150	.20419

Interpretations: The Mean indicates that around 72% of the employees agree with the fact that work is done in a team and all the employees have team spirit inside them. Standard Deviation here indicates that there is a variability of about 20% from the calculated Mean. If we have a look at the chart, about 72% of the employees are satisfied with the working environment of the organization.

6.3. Employee Welfare



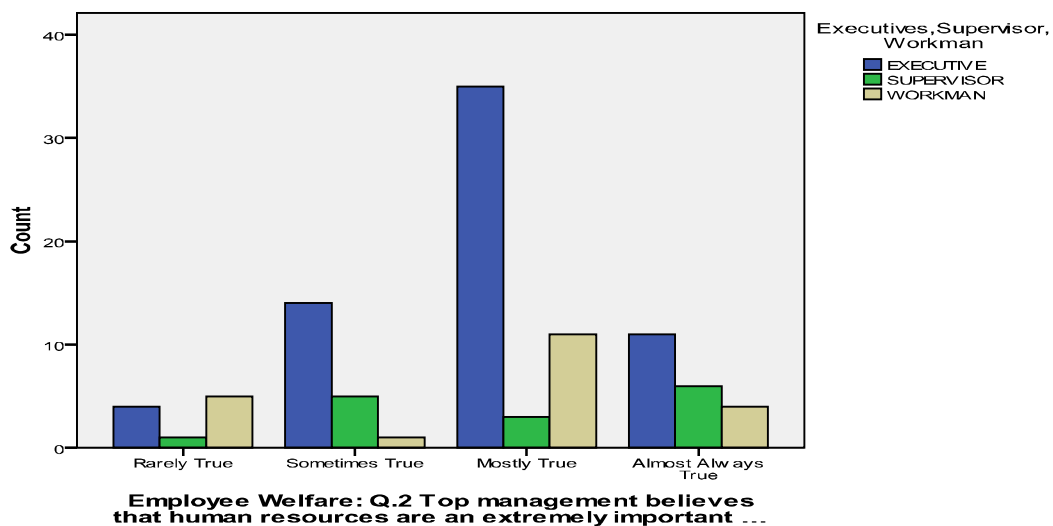
<Figure 8> responses for “There is mechanism in the organization to reward the good work done or contributions made”

<Table 8> descriptive statistics for “There is mechanism in the organization to reward the good work done or contributions made”

	Mean	Std. Deviation
There is mechanism in the organization to reward the good work done or contributions made.	.6950	.21195

Interpretations: The Mean indicates that around 70% of the employees are satisfied with the reward system of the organization. They like the mechanism of rewarding an employee for good work done. Standard Deviation here indicates that there is a variability of about 21% from the Mean. From the chart it is also clear that about 70% of the employees like the reward system of the organization.

6.3.1. E.W-2



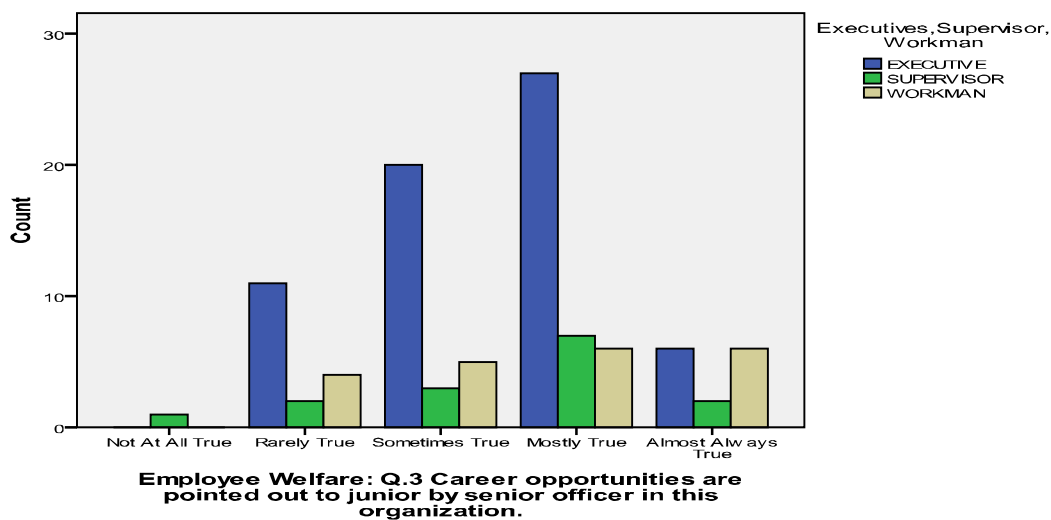
<Figure 9> responses for “Top management believes that human resource is extremely important resource and that it has to be treated more humanly”

<Table 9> descriptive statistics for “Top management believes that human resource is extremely important resource and that it has to be treated more humanly”

	Mean	Std. Deviation
Top management believes that human resource is extremely important resource and that it has to be treated more humanly.	.7025	.22104

Interpretations: The Mean indicates that around 70% of the employees are in the favor of the statement that they get good response from the top management. Top management treats all the employees humanly and respectfully. Standard Deviation here indicates that there is a variability of about 22% from the Mean. If we have a look at the chart, most of the employees have chosen “mostly true” as a response.

6.3.2. E.W-3



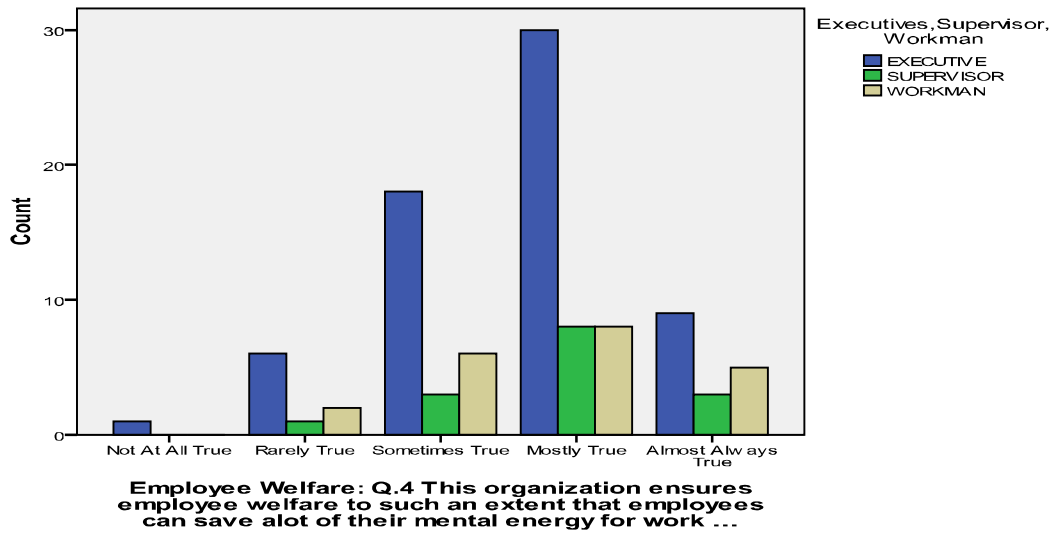
<Figure 10> responses for “Career opportunities are pointed out to junior by senior officer in the organization”

<Table 10> descriptive statistics for “Career opportunities are pointed out to junior by senior officer in the organization”

	Mean	Std. Deviation
Career opportunities are pointed out to junior by senior officer in the organization.	.6225	.24229

Interpretations: The Mean indicates that around 62% of the employees are satisfied with the career opportunities provided to them. Standard Deviation indicates that there is a variability of about 24% from the calculated Mean. If we have a look at the chart, only 1% of the supervisors have chosen “not at all true” as a response. About 62% of the employees are satisfied with the career opportunities pointed out to them by their senior officers.

6.3.3. E.W-4



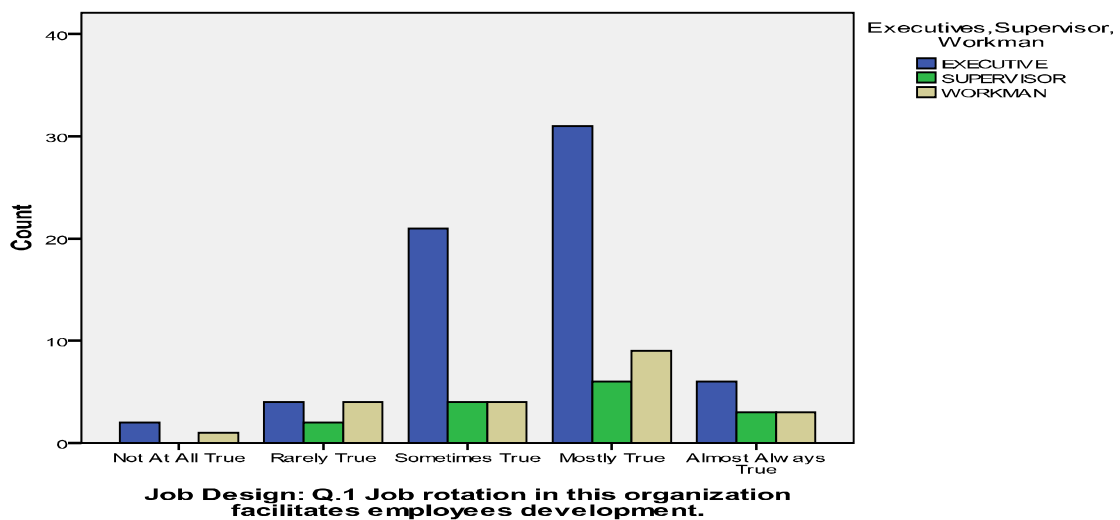
<Figure 11> responses for “The organization ensures employee welfare to such an extent that employees can save a lot of their mental energy for the work purposes”

<Table 11> descriptive statistics for “The organization ensures employee welfare to such an extent that employees can save a lot of their mental energy for the work purposes”

	Mean	Std. Deviation
The organization ensures employee welfare to such an extent that employees can save a lot of their mental energy for the work purposes.	.6725	.22387

Interpretations: The Mean indicates that around 67% of the employees are satisfied with the organization efforts to ensure employee welfare. Standard Deviation here indicates that there is a variability of about 22% from the Mean. The chart represents that most of the employees have chosen “almost, mostly and sometimes true” as their response.

6.4. Job Design



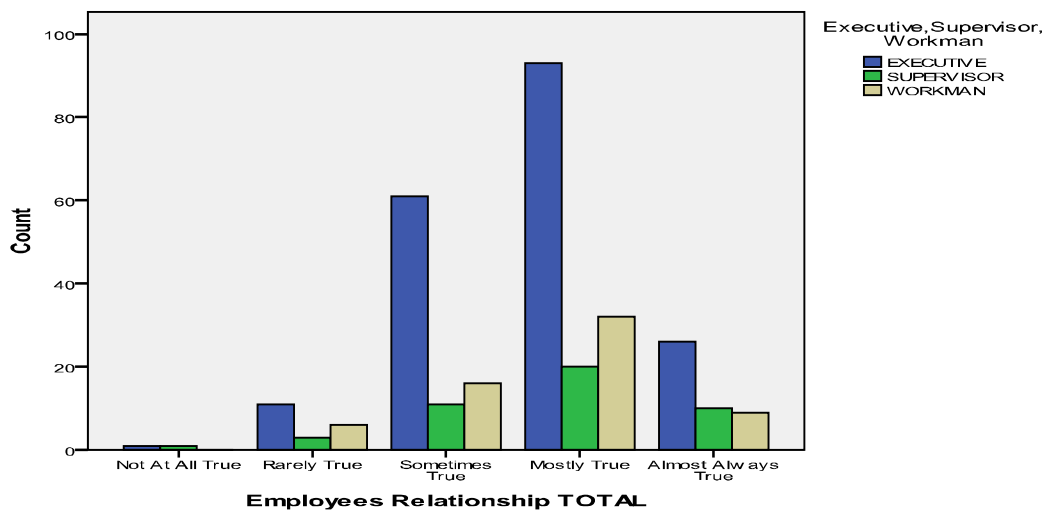
<Figure 12> responses for “Job rotation in the organization facilitates employee’s development”

<Table 12> descriptive statistics for “Job rotation in the organization facilitates employee’s development”

	Mean	Std. Deviation
Job rotation in the organization facilitates employee’s development	.6350	.23414

Interpretations: The Mean indicates that around 64% of the employees are satisfied with the job design. They agree with the statement that Job Rotation facilitates employee’s development. Standard Deviation here indicates that there is a variability of about 23% from the calculated Mean. If we have a look at the chart, then it is clearly visible that most of the employees have chosen first three options as their response.

6.5. Employee Relationship total



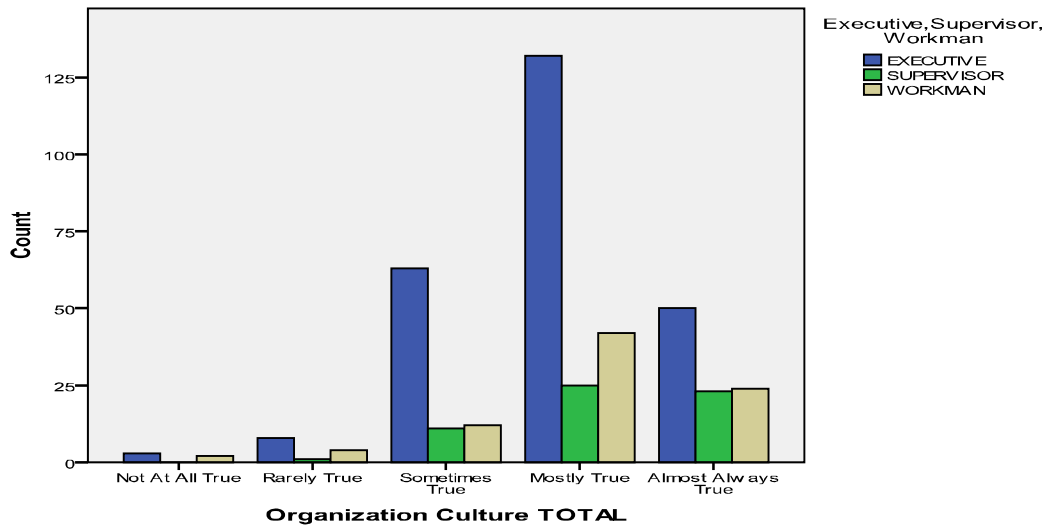
<Figure 13> responses for “Employees Relationship TOTAL”

<Table 13> descriptive statistics for “Employees Relationship TOTAL”

	Mean	Std. Deviation
Employees Relationship TOTAL	.6758	.20680

Interpretations: The Mean indicates that around 68% of the employees are satisfied with the existing relationship among all the employees in the organization. About 32% of the employees are not satisfied with the employees’ relationship. Standard Deviation indicates that there is a variability of about 21% from the calculated mean for the employee relationship. If we have a look at the chart, there are a few employees who have chosen “not at all” and most of the employees have chosen first three options as their response.

6.6. Organization Culture total



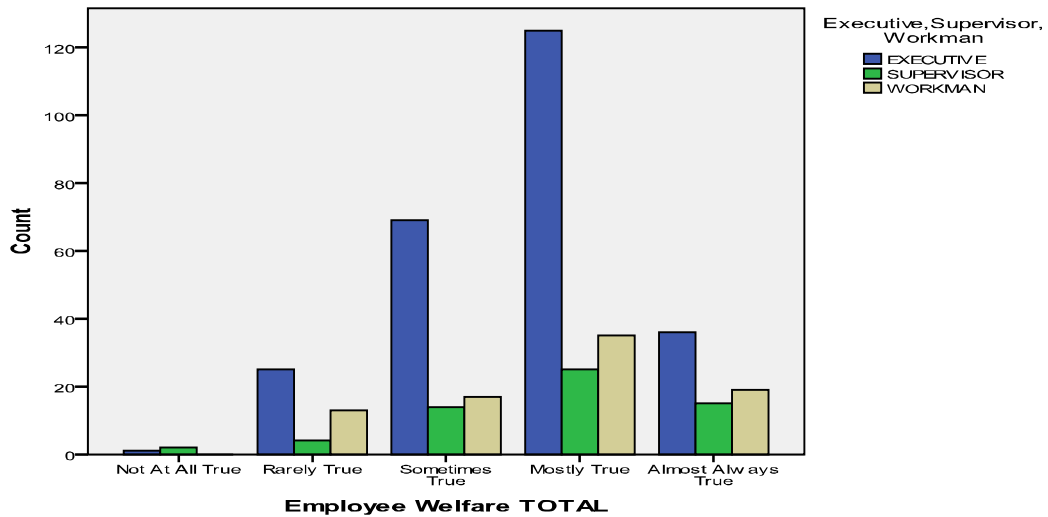
<Figure 14> responses for “Organization Culture TOTAL”

<Table 14> descriptive statistics for “Organization Culture TOTAL”

	Mean	Std. Deviation
Organization Culture TOTAL	.7313	.20858

Interpretations: The Mean indicates that around 73% of the employees are satisfied with the existing culture in the organization. About 27% of the employees are not satisfied with the existing culture. According to the respondents: there should be no communication gap between the various hierarchical levels within the organization, and there should be same facilities for all the employees in the organization.

6.7. Employee Welfare Total



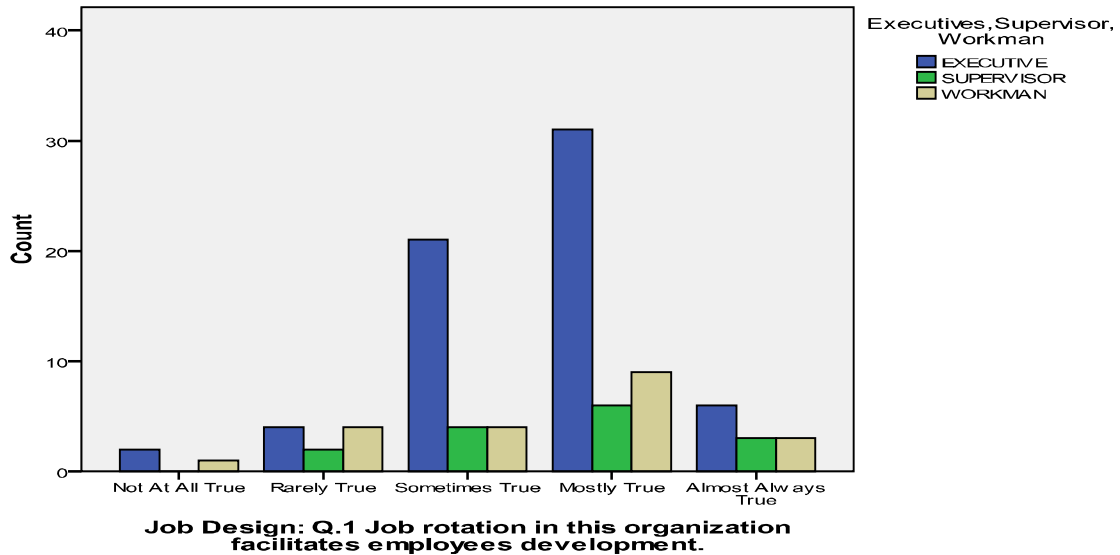
<Figure 15> responses for “Employee Welfare TOTAL”

<Table 15> descriptive statistics for “Employee Welfare TOTAL”

	Mean	Std. Deviation
Employee Welfare TOTAL	.6731	.22638

Interpretations: The Mean indicates that around 67% of the employees are satisfied and agree with the statement that there exist some policies and work culture which is useful for the employee welfare. Standard Deviation here indicates that there exists variability of about 23% from the calculated Mean for the employee welfare. From the chart it is also clearly visible that most of the employees are in the favor of the existing employee welfare services.

6.8. Job Design Total



<Figure 16> responses for “Job Design”

<Table 16> descriptive statistics for “Job Design”

	Mean	Std. Deviation
Job Design: Job rotation in the organization facilitates employees’ development.	.6350	.23414

Interpretations: The Mean indicates that around 64% of the employees are satisfied with the Job design. They agree with the statement that Job Rotation facilitates employees’ development. Standard Deviation here indicates that there is a variability of about 23% from the calculated Mean. If we have a look at the chart then it is clearly visible that most of the employees have chosen first three options as their response.

7. Findings

- Lack of free flow of communication with the information by the top and middle management to lower levels.
- Existence of monotonous works with each employee due to lack of implementation of job rotation.
- Working assistance is not made for same level of employees.
- Lack of existence of positive attitude.
- Informal Relationship between departments needs to be improved.
- Excessive meetings are conducted in the organization.
- Lack of recreational activities to bring stress level down.
- Same facilities are not provided to both executives and non-executives.

8. Conclusion

Organisation climate is one of the vital markers which influence on business objectives accomplishing by an association. It implies that workers more beneficial in association with better association atmosphere. That is the

reason it is essential. NTPC, Badarpur is an association which gives a wide range of offices to its workers along these lines giving fulfilment to its representatives all things considered. Correspondence network ought to be entirely clung to all the more free stream of correspondence by top and center administration. Greater lucidity with respect to expected set of responsibilities might be useful. Orderly enlistment is required. Human Asset prerequisites in groups should be re looked guaranteeing sufficient colleagues in a group. Workers are submitted towards association's objective. NTPC, Badarpur ought to move with the developing advancements so it can adapt up to the quicker rivalry.

9. Recommendations

- There should be more flexibility in the communication matrix between all the levels of the employees and departments also.
- Job rotation should be done after every five years of work done and not when 5 to 7 years are left for the retirement.

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