

ISSN 0974-763X

UGC-CARE Listed Journal

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Listed in UGC-CARE
Special Issue

Volume 14, No.4

November, 2024



**Chhatrapati Shahu Institute of Business
Education & Research (CSIBER)**

(An Autonomous Institute)

University Road, Kolhapur - 416004, Maharashtra State, India.

website : www.siberindia.edu.in

E-mail : editorsajmr@siberindia.edu.in

**Chhatrapati Shahu Institute of Business
Education and Research (CSIBER)**

**South Asian Journal of Management Research
(SAJMR)
Special Issue**

Volume 14, No. 4, November 2024

Editor: Dr. Pooja M. Patil

Publisher

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.
Phone: 91-231-2535706/07, Fax: 91-231-2535708,
Website: www.siberindia.edu.in
Email: csiberpress@siberindia.edu.in
Editor Email: editorsajmr@siberindia.edu.in

Copyright © 2024 Authors
All rights reserved.

Address:

CSIBER Press

Central Library Building

Chhatrapati Shahu Institute of Business Education and Research (CSIBER),
University Road Kolhapur, Maharashtra - 416004, India.

All Commercial rights are reserved by CSIBER Press. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in form or by any means, Electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher.

The views expressed in this journal are entirely those of the authors. The printer/publisher and distributors of this book are not in any way responsible for the views expressed by the author in this journal. All disputes are subject to arbitration; legal actions if any are subject to the jurisdictions of the courts of Kolhapur, Maharashtra, India.

ISSN: 0974-763X

Price: INR ₹ 1,200/-

Editor: Dr. Pooja M. Patil

Distributed By

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.
Phone: 91-231-2535706/07, Fax: 91-231-2535708,
Website: www.siberindia.edu.in
Email: csiberpress@siberindia.edu.in

**South Asian Journal of Management Research
(SAJMR)**

Special Issue

Volume 14, No. 4

November, 2024

C O N T E N T S

Sr. No	Title Author	Page No
1	Assessing the Impact of the COVID-19 Pandemic on Employment Legislation and Workers' Rights in Mauritius Dr. Viraj Fulena Lecturer in Law, University of Technology, Mauritius Miss. Oorvashi Dewdane Independent Researcher, University of Technology, Mauritius	01-12
2	Standard Operating Procedures for Corruption Risk Assessment (CRA) Studies of Selected Global Public Agencies Dr. Najimaldin Mohammedhussen Sado Advisor, Anti Corruption and Ethical Commision, Addis Ababa, Ethiopia Prof. Dr. Siba Prasad Rath, Director, CSIBER, India	13-22
3	Revisiting Financial Inclusion through Geographic and Demographic Penetration: A Cross Sectional District Level Study of Assam Dr. Nitashree Barman Assistant Professor, Department of Accountancy, Pandit Deendayal Upadhyaya Adarsha Mahavidyalaya, Tulungia, Bongaigaon, Assam, India.	23-32
4	Design and Study of Integrated Desiccant Dehumidification and Vapour Compression for Energy-Efficient Air Conditioning System Mr. Siddharth Rath Ph. D. Research Scholar, Department of Chemical Engineering, Indian Institute of Technology, Bombay (IIT – B), India	33-60
5	Exploring the Role of Staff Education in Enhancing Job Satisfaction: Insights from Universities and Institutions in Uttarakhand, India Dr. H. M. Azad Associate Professor, Department. of Management studies, Graphic Era University, Dehradun, India Dr. Smriti Tandon Associate Professor, Department of Management studies, Graphic Era University, Dehradun, India Dr. Surendra Kumar Associate Professor, Department of Business Management, HN BG Central University, Srinagar (Garhwal), Uttarakhand, India	61-81
6	Crisis at One End, Opportunity on the other: Sri Lankan Crisis A Surge for Indian Tea and Textile Exports Dr. Deepika Kumari Assistant Professor, Department of Economics, Shyamlal College, University of Delhi, India.	82-96

7	Market Reactions to Green Bond Issuances in India: Insights from the BSE 200 Index Miss. Megha Rani Patel Research Scholar, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India Dr. Bateshwar Singh Associate Professor, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India Dr. Ajay Pratap Yadav Assistant Professor, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India	97-114
8	The Influence of Knowledge Management Enablers on Knowledge Sharing: An Empirical Analysis of Hospitality Sector Dr. Jitender Kaur Assistant Professor, Department of Commerce and Management, Khalsa College Patiala, Punjab, India Dr. Parminder Singh Dhillon Head and Assistant Professor, Department of Tourism Hospitality and Hotel Management, Punjab University Patiala, Punjab, India	115-132
9	Exploring the Impact of Psychological Determinants and Financial Literacy on Retirement Planning in Tribal Communities with Reference to Bodoland Territorial Region, Assam. Miss. Rosy Basumatary Research Scholar, Department of Management Studies, Bodoland University, Kokrajhar, Assam, India Dr. Nayanjyoti Bhattacharjee Assistant Professor, Department of Management Studies, Bodoland University, Kokrajhar, Assam, India	133-144
10	The Role of Leadership Behavior and Emotional Intelligence in School Principals' Effectiveness During the COVID-19 Pandemic: A Study of Adaptive Strategies and Outcomes. Ms. Sujatha Koshy Research Scholar, Psychology, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, Uttar Pradesh, India Dr. Mamata Mahapatra Professor, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, Uttar Pradesh, India Dr. Shadab Ahamad Ansari Professor, Psychology in School of Liberal Allied Science Education, Galgotias University, Noida, Uttar Pradesh, India	145-163

11	Unlocking Micro Small and Medium Enterprises Potential: Addressing Financial Barriers through Government Initiatives Cs. Priya Chandak Research Scholar, Department of Accounting and Financial Management, Faculty of Commerce, The Maharaja Sayajirao University, Baroda Gujarat, India. Dr. Nidhi Upendra Argade Assistant Professor, Department of Accounting and Financial Management, Faculty of Commerce, The Maharaja Sayajirao University, Baroda, Gujarat, India	164-178
12	Influence of Personality Traits of Celebrity Endorsers on Buying Decisions of Gen-Z Girls: A Study Mr. Nandita Dey Ph.D. Research Scholar, Department of Commerce, Assam University, Silchar, Assam, India Dr. Kingshuk Adhikari Associate Professor, Department of Commerce, Assam University, Silchar, Assam, India Dr. Dinesh Kumar Pandiya Former Professor, Department of Commerce, Assam University, Silchar, Assam, India	179-186
13	Micro Celebrities as Influencers by Self Presentation on Social Media Online: Gaining Consumer Equilibrium Ms. Amla K.K Research Scholar, Jamal Mohammed College, Affiliated to Bharathidasan University, Tiruchirappalli, Tamilnadu, India Dr. A. Khaleelur Rahman Associate Professor, Jamal Mohammed College, Affiliated to Bharathidasan University, Tiruchirappalli, Tamilnadu, India	187-196
14	Technological Innovations in Indian Higher Education Institutions: A Regional Study of the Indian Subcontinent Ms. Rashmi Jain Research Scholar, Bharati Vidyapeeth (Deemed to be University), Pune, India. Prof. (Dr.) Broto Rauth Bhardwaj Professor, Bharati Vidyapeeth Institute of Management & Research, New Delhi, India	197-202
15	HR Analytics: A Quantitative Analysis of Employee Data and Business Outcomes in Private Sector Organizations in India Mr. Atul Chanodkar Research Scholar, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India Dr. T. K. Mandal Professor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India	203-211
16	Empowering Institutions and Clients: Unleashing Financial Innovation” Dr. Vishal Goel Associate Professor, Head of the Department Department of Innovation and Entrepreneurship, Swarnim Startup & Innovation University, Gandhinagar, India.	212-227

17	Examining the Role of Big Five Personality Traits on Entrepreneurial Intention of Rural Youth in Haryana Ms. Kiran Research Scholar, Department of Management, Akal College of Economics, Commerce and Management Eternal University, Baru Sahib, Himachal Pradesh (173101), India Dr. Ankit Pathania Assistant Professor, Department of Management, Akal College of Economics, Commerce and Management Eternal University, Baru Sahib, Himachal Pradesh (173101), India Dr. Vikash Assistant Professor, Department of Food Business Management & Entrepreneurship Development, National Institute of Food Technology Entrepreneurship and Management, Kundli, Sonipat, Haryana (131028) India	228-237
18	A Method for Improvisation of Electronic Data Exchange in E-Commerce Applications Dr. Mohammed Shameer M C Assistant Professor, Dept. of Computer Science, Farook College(Autonomous), Kozhikode, India Miss. Mubeena V Assistant Professor, Dept. of Vocational Studies, Farook College, Kozhikode, India.	238-246
19	Exploring the Decades of Research on Earnings Management: A Longitudinal Bibliometric Analysis Manu Abraham Research Scholar, Cochin University of Science and Technology (CUSAT)- Kochi, Kerala, India Santhosh Kumar S Professor, Cochin University of Science and Technology (CUSAT)- Kochi, Kerala, India	247-262
20	Transforming Learning for Sustainable Progress: University of Technology Mauritius's Post-COVID Educational Strategy Dr. Havisha Vaghjee, Sr. Lecturer, School of Business Management & Finance, University of Technology Mauritius	263-273
21	Dynamics of Job Satisfaction and Organizational Citizenship Behaviour: An Analytical Study Miss. Neha Arora Ph.D Scholar, Arni School of Business Management & Commerce ARNI University, Kathgarh, Indora, Kangra, Himachal Pradesh, India. Dr. Jaiman Preet Kaur Professor, Arni School of Business Management & Commerce ARNI University, Kathgarh, Indora, Kangra, Himachal Pradesh, India. Dr. Roopali Sharma Professor, Amity Institute of Psychology & Allied Sciences Amity University, Sector-125, Noida, Uttar Pradesh, India.	274-283
22	Systematic Analysis of Online Review Credibility: A Bibliometric Study and Research Trajectory Miss. Serene Anna Sam Research Scholar, Post Graduate and Research Department of Commerce, Nirmala College, Muvattupuzha, Kerala & Assistant Professor, Department of Commerce, Mar Thoma College for Women, Perumbavoor, Kerala, India. Dr. Gireesh Kumar G. S Principal, Henry Baker College, Melukavu	284-296

23	Examining Party Autonomy and Voluntariness in Alternative Dispute Resolution Processes Dr. Viraj Fulena Lecturer in Law, University of Technology, Mauritius Mr. Gaël Henriette-Bolli Lecturer in Law, Open University of Mauritius	297-309
24	Health Care Scenario in India and Antecedents of Job Crafting of Doctors Working in Public and Private Sector in Kolhapur, India. Mrs. Madhura K. Mane, Assistant Professor, Chhatrapati Shahu Institute of Business Education and Research (CSIBER), Kolhapur, India Dr. Reshma Kabugade, Associate Professor, NBN Sinhgad School of Management Studies, Pune, India.	310-323
25	An Analysis of the Challenges Faced by Small and Medium Enterprises in Mauritius Dr. Y. Sunecher Senior Lecturer, University of Technology Mauritius Dr. N. Ramphul Associate Professor in Management, University of Technology Mauritius Dr. H. Chitto Professor, University of Technology Mauritius Ms. F. Udhin University of Technology Mauritius	324-335
26	Identifying Barriers to the Glass Ceiling in the Indian Information Technology Sector: A Confirmatory Factor Analysis and Structure Equation Modelling Approach Ms. Swati Assistant Professor, Department of Commerce, Govt. College Hathin, Palwal, Haryana, India Dr. Manisha Arora Associate Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India	336-344
27	A Study on Usage of Digital Financial Services in Odisha Ms. Nirmala Chandra Pattanayak Research Scholar, Department of Business Administration, Utkal University, India Dr. Rashmita Sahoo Asst. Professor, Department of Business Administration, Utkal University, India.	345-354
28	Global Perspectives in Agricultural Commodity Futures Research: A Comprehensive Literature review and Bibliometric Analysis Mrs Jenefer John Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, India. Dr. S. Rajamohan Senior Professor & Director, Alagappa Institute of Management, Alagappa University, Karaikudi, India. Mr Anand Bharathi Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, India.	355-374

29	An Impact of Service Quality Determinants on Passenger Satisfaction in Konkan Railway: The Moderating Role of Gender and Mediating Effect of Platform Services Mr. Neelesh Shashikant Morajkar Commerce Department, Sateri Pissani Education Society's, Shri Gopal Goankar Memorial, Goa Multi-Faculty College, Dharbandora – Goa, India Prof. (CA) Subrahmanya Bhat K.M Commerce Department, Vidhya Vikas Mandal's Shree Damodar College of Commerce & Economics, Margao -Goa, India	375-387
30	Hybrid Modelling Approach for Land Use Change Prediction and Land Management in the Coronie District of Suriname Ms. Tamara van Ommeren-Myslyva Anton de Kom University of Suriname, Paramaribo, Republic of Suriname Ms. Usha Satnarain Anton de Kom University of Suriname, Paramaribo, Republic of Suriname Ms. Femia Wesenhagen Ministry of Spatial Planning and Environment, Paramaribo, Republic of Suriname	388-406
31	Decoding Factors Influencing Third-Party Payment App growth in India. Mr. Shankar Singh Bhakuni Associate professor, BBD University, Lucknow, India	407-415
32	Empowering Women through AI: A Comparative Study of SHG and Micro Finance Institutions Frameworks in Rayagada, Odisha Mr. Karteek Madapana Research Scholar, School of Management Studies, GIET University, Gunupur, Odisha, India Dr.N.V.J. Rao Professor, School of Management Studies, GIET University, Gunupur, Odisha, India	416-425
33	An Empirical Study on Organisational Climate in Sugar Mills of Tamil Nadu Ms. R. CHITRA Ph. D Research Scholar Department of Commerce Bharathiyar Arts and Science College, India. Dr.D. Rajakumari Principal and HOD, Department of Commerce Bharathiyar Arts and Science College, India.	426-435
34	Enhancing Website Visibility and User Experience through Strategic On-Page Search Engine Optimization Practices Mr Anand Bharathi Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, Tamilnadu, India. Dr S Rajamohan Senior Professor and Director, Alagappa Institute of Management, Alagappa University, Karaikudi, Tamilnadu, India.	436-446
35	Work Life Balance and Its Effect on Job & Life Satisfaction of Female Employees in Higher Education Ms. Jyoti Dahinwal Research Scholar, Indira Gandhi University, Meerpur, UP, India. Dr. Jasvinder Singh Assistant Professor, Indira Gandhi University, Meerpur, UP, India. Ms. Neha Solanki Research Scholar, Indira Gandhi University, Meerpur, UP, India.	447-458

36	Impact of Visual Merchandising and Store Atmospherics on the Impulsive Buying of Customers in Salem District Mrs. P. Rajeswari Research Scholar, Sri Balamurugan Arts and Science College Sathappadi, Mecheri, Mettur, Salem, Tamil Nadu, India. Dr. T. Ragunathan Principal, Sri Balamurugan Arts and Science College, Sathappadi, Mecheri, Mettur, Salem, Tamil Nadu, India	459-468
37	The Role of Fintech in Enhancing MSMEs Growth and Economic Expansion in India Dr. Jasveen Kaur Senior Faculty, University Business School, (Gurunank Dev Univeristy), Amritsar, Punjab, India. Ms. Sarita Saini Junior Research Fellow, University Business School, (Gurunank Dev Univeristy), Amritsar, Punjab, India.	469-475
38	An Empirical Study of Service Quality, Customer Satisfaction, and Loyalty Dynamics among Visitors to South Indian Restaurants in Northern India Dr. Parminder Singh Dhillon Assistant Professor, Department of Tourism, Hospitality and Hotel Management, Punjabi University, Patiala, India. Dr. Anuradha Chakravarty Department of Tourism, Hospitality and Hotel Management, Punjabi University, Patiala, India.	476-492
39	Employee Well-Being in Optimising Performance at Workplace: A Bibliometric Perspective and Future Research Direction Dr. Vandana Sharma Assistant Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India Ms. Vidhu Vats Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India Mr. Gourav Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India	493-505

An Empirical Study on Organisational Climate in Sugar Mills of Tamil Nadu

Ms. R. CHITRA

Ph. D. Research Scholar
Department of Commerce
Bharathiyar Arts and Science College,
Deviyakurichi Salem, India

Dr. D. Rajakumari

Principal and HOD, Department of
Commerce
Bharathiyar Arts and Science College
Deviyakurichi Salem- India

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 – Organizational Climate, Sugar Mills, Tamil Nadu, Career Policies and Compensation Policies

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.

Review of Literature

Zohar, D. (1980)

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 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)ⁱ

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)ⁱⁱ

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)ⁱⁱⁱ

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)^{iv}

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 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)^v

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)^{vi}

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)^{vii}

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)^{viii}

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)^{ix}

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 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.

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.

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.

Objective of the Study

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

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.

Analysis and Interpretations

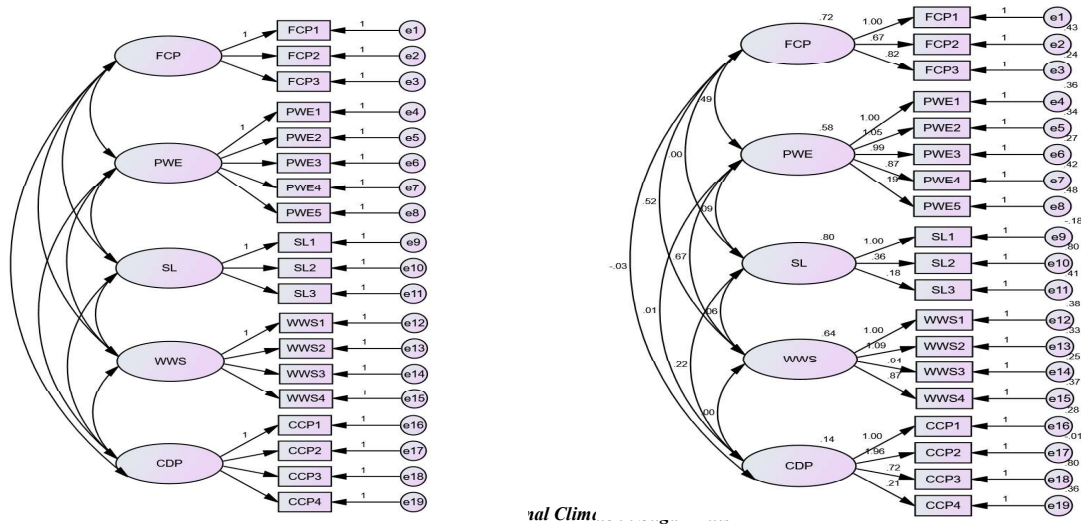
The analysis was carried out using the data collected from the workers working in the sugar mills which was subjected to detailed analysis resulting the following classification and summarization of elements of organisational climate that influence the workers in sugar mills.

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	(Source: Compiled from Analysis Output)			
	Eliminating group conflicts and problems	0.789	SL2				
	Ensuring co-ordination across departments	0.632	SL3				

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.



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	***
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.

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.

References

- Aboelmaged, M. G. (2014).** Predicting e-readiness at firm-level: An analysis of technological, organizational and environmental (TOE) effects on e-maintenance readiness in manufacturing firms. *International Journal of Information Management*, 34(5), pp. 639-651.
- Allen, D. K. (2003).** Organisational climate and strategic change in higher education: Organisational insecurity. *Higher Education*, pp. 46, 61-92.
- Cafferkey, K., & Dundon, T. (2015).** Explaining the black box: HPWS and organisational climate. *Personnel Review*, 44(5), pp. 666-688.
- 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), pp. 40.
- Castro, M. L., & Martins, N. (2010).** The relationship between organisational climate and employee satisfaction in a South African information and technology organization. *SA Journal of industrial psychology*, 36(1), pp. 1-9.
- Datta, A. (2020).** Measuring the influence of hospitality organizational climate on employee turnover tendency. *The TQM Journal*, 32(6), pp. 1307-1326.
- 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), pp. 1-13.
- 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), pp. 107-151.
- 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), pp. 18-26.
- 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).
- 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), pp. 193-216.
- Pecino, V., Mañas, M. A., Díaz-Fúnez, P. A., Aguilar-Parra, J. M., Padilla-Góngora, D., & López-Liria, R. (2019).** Organisational climate, role stress, and public employees' job satisfaction. *International journal of environmental research and public health*, 16(10), pp. 1792.
- Rahimic, Z. (2013).** Influence of organizational climate on job satisfaction in Bosnia and Herzegovina companies. *International Business Research*, 6(3), pp. 129.
- Randhawa, G., & Kaur, K. (2015).** An empirical assessment of impact of organizational climate on organizational citizenship behaviour. *Paradigm*, 19(1), pp. 65-78.
- Rožman, M., & Štrukelj, T. (2021).** Organisational climate components and their impact on work engagement of employees in medium-sized organisations. *Economic Research-Ekonomska Istraživanja*, 34(1), pp. 775-806.
- Sethibe, T. G. (2018).** Towards a comprehensive model on the relationship between leadership styles, organisational climate, innovation and organisational performance. *International Journal of Innovation Management*, 22(02), 1850021.
- Watkin, C., & Hubbard, B. (2003).** Leadership motivation and the drivers of share price: The business case for measuring organisational climate. *Leadership & Organization Development Journal*, 24(7), pp. 380-386.
- Zohar, D. (1980).** Safety climate in industrial organizations: theoretical and applied implications. *Journal of applied psychology*, 65(1), pp. 96.