

Organizational Climate and Workplace Citizenship among Women in the ITES and Manufacturing Sector

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ABSTRACT

This study was carried out to understand the role of organizational climate on workplace citizenship among women in the ITES and Manufacturing sector who belonged to the age group 22-45 years. There were a total of 300 participants across India. The study used the snowball sampling method. It was quantitative non-experimental research. This study used Organizational Climate Scale, Organizational Citizenship Scale, and General Health Questionnaire. The study found a low positive correlation between organizational climate and workplace citizenship behavior among women in the ITES and Manufacturing Sector. This study focuses to understand the relationship between organizational climate and workplace citizenship among women in the ITES and Manufacturing sector.

Keywords: *Organizational Climate, Workplace Citizenship Behavior, ITES, Manufacturing Sector, GHQ*

The manufacturing sector is a crucial component of the economy, generating jobs, fostering innovation, and promoting a nation's development. India's manufacturing industry has a long history, dating back to the colonial era. It contributed 3.3% of GDP in 1950-1951, but increased to 16.1% in 2014-15 and 13.98% in 2021. The ITES business dates back to the late 1990s. The Indian government has been a strong supporter of the IT-enabled services (ITES) sector, which is distinguished by the use of ICT to provide services to clients who are typically dispersed geographically. The IT-BPM (business process management) industry in India, of which ITES is a part, increased at a CAGR of 8.8% between 2012 and 2019, reaching a total value of USD 191 billion. With approximately 4 million people employed in the industry, it has been a major source of employment in the country. Organizational climate is an important factor in determining employee satisfaction, motivation, and productivity, as well as organizational performance. Studies have looked at how it is formed, how it can be measured, and how it can be changed. The Hawthorne Studies explored the effect of physical and social conditions on worker productivity and well-being. The psychological climate notion states that organizational climate is a product of employees' perceptions and attitudes about their work environment.

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Organizational culture is a strong factor that impacts behavior and decision-making and has a major impact on organizational performance. David Kolb and James R. Barker proposed the concept of organizational climate strength in the 1990s, which is defined by high levels of agreement and consistency among employees. James R. Barker proposed the concept of organizational climate as a function of the amount to which an organization stimulates and supports innovation. Researchers have investigated various aspects of organizational climate to understand its importance in the context of employee well-being and organizational performance. The most important details in this text are the factors that influence the climate of an organization. These include orientation, interpersonal relationships, supervision techniques, problem management, management of mistakes, conflict management, communication, decision-making, trust, rewards, risk-taking, innovation, and change. Orientation is the primary focus of an organization's members, while interpersonal relationships, supervision techniques, problem management, management of mistakes, conflict management, communication, decision-making, trust, rewards, risk-taking, innovation and change are all important factors in building an organizational climate. Orientation is the primary focus of an organization's members, while interpersonal relationships, supervision techniques, problem management, management of mistakes, conflict management, communication, decision-making, trust, rewards, risk-taking, innovation and change are all important factors in building an organizational climate.

Organizational Citizenship Behavior (OCB) is the voluntary, discretionary activities that workers engage in that are not part of their formal job duties but contribute to the organization's effective functioning. It has been investigated in the fields of organizational behavior and management, and has been found to be positively connected to job satisfaction, organizational commitment, and adversely related to stress. OCB is essential for the well-being and operation of companies, groups, and communities, as it fosters a sense of belonging and community, aids in the development of trust and cooperation among members, and can have a favorable impact on an individual's mental and physical health. Organizational climate and Organizational Citizenship Behavior (OCB) are complex factors that can influence an individual's participation in OCB. Trust, support, fairness and justice, leader behavior, job satisfaction, stress, empowerment, and recognition are all factors that can influence the relationship between organizational climate and OCB. Trust is a positive factor, support is a positive factor, fairness and justice is a positive factor, leader behavior is a positive factor, job satisfaction is a positive factor, stress is a negative factor, empowerment is a positive factor, and recognition is a negative factor.

Need and Significance of The Study

The variables: Organizational climate and workplace citizenship have not been studied together among women, in the ITES and manufacturing sectors. The majority of the existing literature focuses on women working in the medical field. Since there has been a rise in the number of women employees in the Manufacturing and ITES sector, there is a need for research based on variables: Organizational climate and Workplace Citizenship. The number of women working in the ITES and manufacturing sectors in India has been steadily increasing in recent years. According to the data from the National Sample Survey Office, the percentage of women working in manufacturing increased from 12.8% in 2011-2012 to 14.5% in 2017-18. Similarly, the percentage of women working in the ITES increased from 33.6% in 2011-2012 to 36.1% in 2017-2018.

METHODOLOGY

Statement of the problem

The paper will analyze the effect of organizational climate and its effects on workplace citizenship among women employees in the ITES and manufacturing sectors.

Objectives of the study

- To find the relationship between organizational climate and workplace citizenship among women employees in the ITES and Manufacturing sectors.
- To find if there is any difference between the results of the effect of organizational climate on workplace citizenship on women employees in the ITES sector and the results of the effect of organizational climate on workplace citizenship on women employees in the Manufacturing sector.

Hypotheses

- Ho- There is no significant relationship between organizational climate and workplace citizenship among women employees in the ITES and Manufacturing sectors.
- Ho- There is no significant difference between the results of the effect of organizational climate on workplace citizenship on women employees in the ITES sector and the results of the effect of organizational climate on workplace citizenship on women employees in the Manufacturing sectors.

Research Design

A quantitative non-experimental research method is adopted. The sample consists of 300 women employees (22- 45 years), 150 women from the ITES sector, and 150 women from the manufacturing sector. Non-probability: snowball sampling method is used to collect the data.

Operational Definition

Organizational Climate: organizational climate is the perceptual environment prevailing in an organization based on which employees do their work. It will have a major impact on the smooth flow in the management of an organization.

Workplace Citizenship: Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

Variables

- Independent Variable: Organizational Climate
- Dependent Variable: Workplace Citizenship

Demographic Variables

Demographic details collected are age, and sector the female employee is working in.

Universe of Study

The population of the study is females between the age group of 22-45 in the ITES and Manufacturing sector.

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Sample Distribution

Inclusion criteria

- Women between the age of 22-45 years
- Women working in ITES and manufacturing sectors in India.
- Women who are currently working only in the ITES and manufacturing sectors.
- Women who can read and understand English

Exclusion criteria

- Women who have mental health issues.
- Women who don't fill out the complete questionnaire.
- Women who work more than one job or have a side hustle apart from a job.

Tools Used

Organizational Climate Scale:

The organizational climate was developed by Dr. Sanjyot Pethe, Dr. Sushama Chaudhari, and Dr. Upinder Dhar. The scale contains 22 items and measures organizational climate on the basis of factor analysis on four areas:

- Rewards and interpersonal relations
- Organizational process
- Clarity of roles
- Sharing of information

The reliability of the scale was determined by calculating the reliability coefficient on a sample of 205 subjects comprised of executives and supervisors. The split-half reliability coefficient was 0.87. In order to find out the validity from the coefficient of reliability, the reliability index was calculated, which indicated high validity on account of 0.93.

Organizational Citizenship Behavior Checklist:

Developed by Suzy Fox and Paul. E Spector. The original OCB-C was a 42-item instrument designed to assess the frequency of organizational citizenship behaviors performed by employees. It has since been refined and shortened first to 36 items and then to the final 20-item scale. The reported coefficient alphas for the 20-item version of the OCB-C of .89 and .94 for two self-report samples, and .94 for a co-worker sample (co-workers reporting on the target employee).

General Health Questionnaire (GHQ):

The General Health Questionnaire (GHQ) is a measure of current mental health and since its development by Goldberg in the 1970s it has been extensively used in different settings and different cultures. The questionnaire was originally developed as a 60-item instrument but at present a range of shortened versions of the questionnaire including the GHQ-30, the GHQ-28, the GHQ-20, and the GHQ-12 is available. The scale asks whether the respondent has experienced a particular symptom or behavior recently. Each item is rated on a four-point scale (less than usual, no more than usual, rather more than usual, or much more than usual); for example, when using the GHQ-12 it gives a total score of 36 or 12 based on the selected scoring methods. The most common scoring methods are the bi-modal (0-0-1-1) and Likert scoring styles (0-1-2-3). Since the GHQ-12 is brief, simple, and easy to complete, its application in research settings as a screening tool is well documented. There is evidence

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that the GHQ-12 is a consistent and reliable instrument when used in general population samples.

Statistical Techniques to Analyze Data

The results are analyzed using correlation to understand the relation between the variables, and an independent sample t-test to find the difference among sectors.

Descriptive statistics

Descriptive statistics are used to summarize the data, understand the representation of the population. Central Tendency and standard deviation are calculated.

Inferential Statistics

Inferential statistics are used to test the hypothesis using correlation and independent sample t-test.

RESULTS AND DISCUSSION

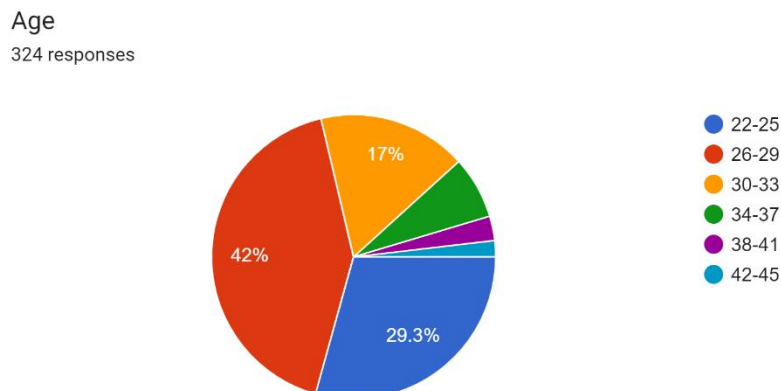
Table 1: Socio-demographic details of the participants

Age	Frequency	%
26-29	85	49.42%
22-25	40	23.26%
30-33	31	18.02%
34-37	10	5.81%
38-41	4	2.33%
42-45	2	1.16%
Total	172	100%

Table 2: Socio-demographic details of participants

Employment Sector	Frequency	%
Manufacturing Sector	146	84.88%
ITES (Information technology-enabled services) Sector	26	15.12%
Total	172	100%

Figure 1: Representation of Age



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Figure 2: Representation of sector

Which sector do you work for ?

324 responses

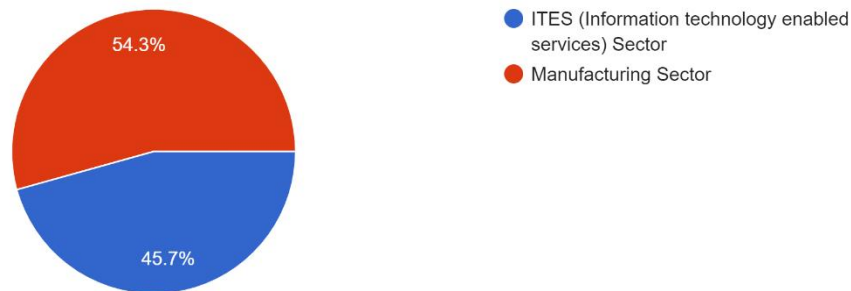


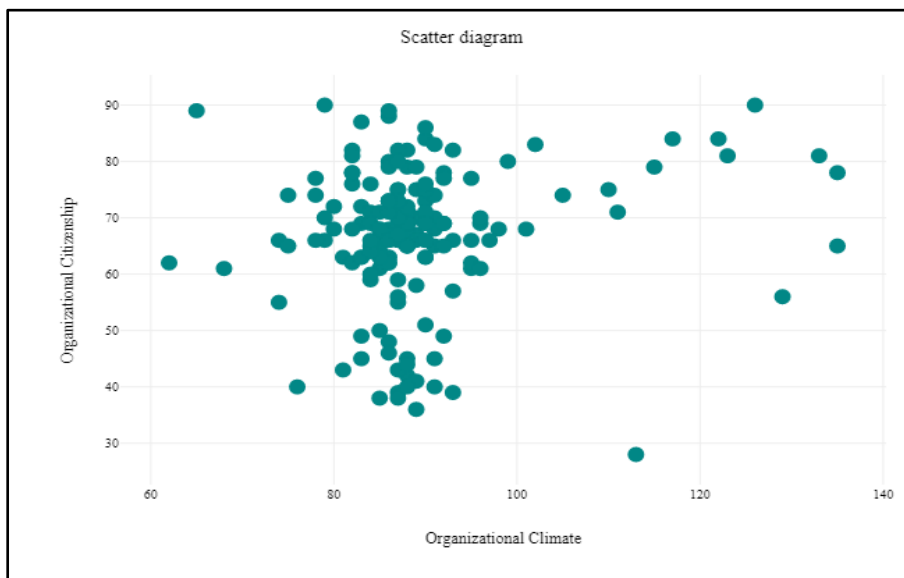
Table 3: Descriptive Statistics

	GHQ	Organizational Climate	Organizational Citizenship
Mean	16.83	89.3	66.78
Median	17.5	87.5	68
Modal	19	88	66
Sum	2894	15360	11486
Std. Deviation	5.92	10.95	12.08
Minimum	2	62	28
Maximum	33	135	90

H1: There is no significant relationship between organizational climate and workplace citizenship among women employees.

Table 4: Pearson r correlation

	r	p (2-tailed)
Organizational Climate and Organizational Citizenship	0.13	.088



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Interpretation

A Pearson correlation was performed to test whether there was an association between Organizational Climate and Organizational Citizenship. The result of the Pearson correlation showed that there was no significant association between Organizational Climate and Organizational Citizenship, $r(170) = 0.13, p = .088$.

There is a low, positive correlation between the variables Organizational Climate and Organizational Citizenship with $r = 0.13$. Thus, there is a low, positive association between Organizational Climate and Organizational Citizenship in this sample.

Hence, **H1 was accepted.**

H2 - There will be no significant difference between the scores of organizational climate and workplace citizenship between the ITES sector and manufacturing sector employees

Table 5: Independent sample t-test

		N	Mean	Std. Deviation	t-score	df	p-value
Organizational Climate	ITES (Information technology-enabled services) Sector	26	90.23	17.29	0.47	170	.64
	Manufacturing Sector	146	89.14	9.47			
Workplace Citizenship	ITES (Information technology-enabled services) Sector	26	69.73	11.52	1.36	170	.177
	Manufacturing Sector	146	66.25	12.15			

For Organizational Climate

Descriptive statistics

The results of the descriptive statistics show that the ITES (Information technology-enabled services) Sector group has higher values for the dependent variable Organizational Climate ($M = 90.23, SD = 17.29$) than the Manufacturing Sector group ($M = 89.14, SD = 9.47$).

t-test for independent samples

A two-tailed t-test for independent samples (equal variances not assumed) showed that the difference between ITES (Information technology-enabled services) Sector and Manufacturing Sector with respect to the dependent variable Organizational Climate was not statistically significant, $t(27.73) = 0.31, p = .756$, 95% confidence interval

For Workplace Citizenship

Descriptive statistics

The results of the descriptive statistics show that the ITES (Information technology-enabled services) Sector group has higher values for the dependent variable Workplace Citizenship ($M = 69.73, SD = 11.52$) than the Manufacturing Sector group ($M = 66.25, SD = 12.15$).

t-test for independent samples

A two-tailed t-test for independent samples (equal variances assumed) showed that the difference between ITES (Information technology-enabled services) Sector and Manufacturing

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Sector with respect to the dependent variable Workplace Citizenship was not statistically significant, $t(170) = 1.36$, $p = .177$, 95% confidence interval.

Hence, H2 is rejected.

DISCUSSION

This study used Pearson r correlation and independent sample t-test to test the hypothesis based on variables of Organizational Climate and Workplace citizenship in the ITES and Manufacturing sector. The results showed that the correlation and independent sample t-test on all employees was not significant. Research has shown that when employees perceive their work environment to be supportive and positive, they are more likely to engage in behaviors that benefit the organization. A study by Podsakoff, Whiting, Podsakoff, and Blume (2009) found that employees who perceived a positive organizational climate were more likely to engage in citizenship behaviors. Leadership plays a critical role in shaping both organizational climate and workplace citizenship. Specific dimensions of organizational climate are related to workplace citizenship, such as trust and cooperation. Organizational climate and workplace citizenship are important factors that contribute to the success and well-being of IT-working women. Research has shown that a positive organizational climate can have a significant impact on job satisfaction, commitment, and retention. However, IT-working women may face unique challenges in developing a positive organizational climate, such as gender bias, discrimination, and harassment. Workplace citizenship behaviors, such as helping coworkers, participating in voluntary activities, and advocating for the organization, have been found to positively influence job satisfaction, commitment, and performance among IT working women. Research suggests that workplace citizenship behaviors have a positive effect on job satisfaction and organizational commitment among IT working women, but may face barriers due to gender bias, discrimination, and harassment. Organizations can foster a more inclusive and supportive climate for IT working women by providing diversity and inclusion training, offering flexible work arrangements, and creating opportunities for women to participate in leadership and decision-making roles.

Organizational climate and workplace citizenship behavior are two important aspects that significantly impact the productivity and well-being of working women. Organizational climate has a significant impact on job satisfaction, work motivation, and well-being, while workplace citizenship behavior (WCB) is positively related to job satisfaction and job performance. A positive organizational climate is likely to promote WCB. Organizational climate and workplace citizenship behavior are two important aspects that significantly impact the productivity and well-being of working women. A positive organizational climate is likely to promote the display of WCB by employees, and organizations should implement policies and practices to promote work-life balance.

SUMMARY AND CONCLUSION

The cross-sectional quantitative study aimed at understanding the effect of organizational climate on workplace citizenship among working women employees from ITES and Manufacturing sectors. The data was collected using non-random purposive sampling. The data was collected on measures of GHQ, Organizational Climate, and Workplace citizenship behavior scales. The data was collected using online social media platforms. The variables were hypothesized that there will be no significant correlation between Organizational Climate and Workplace Citizenship. The independent sample t-test also showed that there was no significant difference between the ITES and Manufacturing working women on their levels of Organizational Climate and Workplace Citizenship.

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Conflict of Interest

The author(s) declared no conflict of interest.

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