

**ORGANISATIONAL CLIMATE AND ORGANISATIONAL DEVELOPMENT  
PRACTICES IN TIRUCHENGODE AGRICULTURAL PRODUCER'S  
COOPERATIVE MARKETING SOCIETY**

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**ABSTRACT**

**Human resource management is the most vital aspects of cooperative management. Tiruchengode Agricultural Producer's Cooperative Marketing Society is sample area of the study. Convenient sampling technique is applied. The total sample is 184. The revealed that the respondents having experience 10-20 years have been found to have higher level of organizational climate as compared to the other two categories of respondents.**

***Keywords:** Organasational Development, Climate, Agricultural Cooperative*

**INTRODUCTION**

Organizational development is a contemporary approach to management of change. It seeks to chance the values, beliefs, attitudes, strategies, structure and practices to enable the organisation to better adopt to change in the environment. Bowditch and Buono (2007) The importance objective development is to prepare the organisation to meet the challenges of changes. Lawrence James and Allan Jones (1974) Human resource management is one of the most important managerial functions encompassing in its ambit all aspects of the organizational interactions with people, whether within itself, Forehand and Gilmer (1964) Management of human resources includes guiding human resources into a dynamic organization that attains its objectives with a high degree of motivation & morale and to the satisfaction of those concerned with it. Campbell (1970) The functions of human resource management in Cooperatives add value to the organization in terms of member value. It achieves this objective by influencing the behavior of employees resulting in operational excellence, product leadership and improved employee relations.

## STATEMENT OF THE PROBLEM

Cooperatives are socio-economic organization have community service as their essential ethos. They are primarily meant to help poorer section of the society. The Indian cooperative movement is the largest in the world, representing 25 crore members and over 8 lakhs cooperatives from village to national level, covering various sectors like credit & banking, marketing, dairy, sugar, consumer, fertilizer, handloom, fisheries, housing, tribal, labour etc., It has proved to be an effective economic instrument for ensuring growth with equity and they have made a visible and significant contribution to the overall economic growth of our economy. Today, cooperative cover about 95% of villages and 71% of rural households and they are recognized as an important sector of our country that serves marginalized and weaker sections.

Cooperative marketing organization is association of producers formed for the collective marketing of their produce and for securing for the members. A marketing cooperative is set up in order to market and sell the surplus produce of its members, as the members cannot consume themselves. It is act as agents between the number's farmers and traders. Cooperative marketing is a very important tool for economic development in rural areas and it involved in agricultural marketing and procurement activities for the benefit of the farmers.

Human resources are by far the most dynamic and important resources needed to move wheels of an economic activity. In recent years, the economists have added 'human resource' besides land, capital and technology as key factory for building and developing the nation. Unlike other resources, this resource presents its own unique characteristics of the resource of all resources which are harnessed to begin any economic enterprises including marketing cooperatives. Men, machines, materials and money are the most important factors essential for the development and growth of marketing cooperatives of these the human factor or manpower stands foremost and constitutes the basis for successful working of cooperative marketing societies. The overwhelming significance of human factor is due to the following unique characteristics.

## RESEARCH METHODOLOGY

The study intended to conduct this research on Assessment of organisational development practices and organizational climate in Tiruchengode Agricultural Producer's Cooperative Marketing Society. The research carried out here is descriptive in nature

### Sample population and size

Grade - I	: Manager Accountant and Internal Checker	: 30
Grade - II	: Senior Assistant, Office Assistant and Junior Assistant	: 120
Grade - III	: Assistant, Packer and Driver	: 38
		<b>Total : 188</b>

Hence, the total sample is – 184.

### Statistical tool

Collected data through scheduled were converted in to tables format for easily understand and analysis. Arithmetic mean, standard deviation, coefficient of variation, percentage and tabular statistical tools were used in this study.

## ANALYSIS OF INTERPRETATION

**Table 1 Assessment of organizational development practices**

DETAILS	CALCULATED
MEAN	29.02
STANDARD DEVIATION	8.20
CO-EFFICIENT OF VARIATION	28.25

**Source:** Primary Data

Table 1 Assessment of organizational development practices. It is showed that fact that the mean value is 29.02, which indicates the TCMs changed their organizational development practices. The standard deviation and coefficient of variation value are SD= 8.20 and CV= 28.25.

It is concluded have that the TCMs respondent believe that organizational development can changed the development of human resource and may lead to increase in effectiveness of organization.

**Table 2 Assessment on organizational climate**

Dimensions	Calculated values			t-test
	Mean	S.D	C.V	
Integration	3.71	0.73	19.67	0.1022
Flexible structure	3.78	0.69	18.25	0.0822
Mutual trust	3.84	0.58	15.10	0.0405
Recognition of Individual	3.71	0.60	16.17	0.4910
Job design & working life	3.60	0.64	17.77	0.2960
Personal development programme	3.42	0.59	17.25	0.0183
Justice in treatment	3.42	0.59	17.25	0.0183
Open discussion of conflict	3.82	0.73	19.10	2.9759
Democratic function	4.25	0.59	13.88	0.0012
Sense of identify	3.65	0.46	12.60	0.0013
Overall	37.87	3.08	8.13	0.2360*

(Source: primary data); CV= co-efficient of variation; \* non-significant

It is evident from the above table that the assessment of organizational climate on dimension wise and overall basis. The overall mean, standard deviation and co efficient of variation values are Mean= 37.87, standard deviation= 3.08, and co-efficient of variation= 8.13. The t-value obtained in the case is 0.2360, which is not significant at 0.05 level of confident. This shows that the Tiruchengode agricultural cooperative producer marketing society organizational climate is just better.

Taking into consideration the dimension wise position on seven dimensions of organizational climate mean values are higher between 3.71 and 4.25. Namely, democratic function, justice on treatment, mutual trust, open discussion of conflict, flexible structure, integration and recognition of individuals. The rest of three dimension of sense of identity, job design & working life and personal development programme are below the mean value of 3.65. It regarding to democratic function, the mean and standard deviation values obtained are M= 4.25, S.D= 0.59, the t-value obtained is 0.0012 which is significant. The result

revealed that the TCMS organisation is more interested to treatment among employees. It can be concluded that the sample marketing society has just better organizational climate for the development of their human resource and organisation.

**Table 3 Differentiation between organizational development and organizational climate based on gender**

Gender	organizational development					organizational climate			
	F	Mean	SD	DF	Test	Mean	SD	DF	Test
Male	128	38.95	7.21	187	t=0.49	48.47	7.92	187	t=0.12
Female	60	38.12	8.41		NS	48.27	8.35		NS

**Source:** Primary Data, NS - Not Significant

Table 3 explains the differentiation between organisational development and organisational climate based on gender. The results of the sample reveal that there is no variance in organisational development on the basis of gender. The mean value for organisational development in case of male respondents is 38.95 and for female respondents it is 38.12. The computed 't' value 0.49 is quite less than table value of 't' at 0.05 level which implies that there is no significant difference in the organisational development of employees based on the gender.

Similarly, no significantly difference has been found in the level of organisational climate of employees on the basis of gender. The mean value for organisational climate in case of male responds is 48.47 and for female respondents it is 48.27. The 't' value is found to be 0.12 which quite less to support significant differences in results of two groups. Therefore, the results do not support rejection of null hypotheses.

**Table 4 Differentiation between organisational development and organisational climate based on work experience**

Experience	organisational development					organisational climate			
	F	Mean	SD	DF	Test	Mean	SD	DF	Test
Up to 10 years	105	38.47	7.29	186	t=10.98	47.40	7.22	186	t=33.18
11-20 years	22	40.44	7.74		NS	50.68	8.53		NS
21 & above	61	49.32	8.98			38.42	8.18		

**Source:** Primary Data, NS - Not Significant

Table 4 describes the differentiation between organisational development and organisational climate based on work experience. The mean value for organisational development case of employees having experience up to 10 years is 38.47, for respondents having experience between 11 and 20 years is 40.44 and for respondents having experience above 21 years is 49.32. The 't' value is found to be 10.98 which indicates significant differences in the results. Hence it can be concluded that organisational development increases with age. So, the null hypothesis is rejected that work experience does not affect organisational development level.

The mean for organisational climate in case of respondents having experience up to 10 years is 47.40, for respondents having experience between 10 and 20 years is 50.68 and for respondents having experience 21 and above years is 8.18. The 't' value is found to be 33.18 which indicate a significant difference in the results of respondents with different years of work experience. The statistics of this result support that work experience has got relationship with organisational climate of respondents. The respondents having experience 10-20 years have been found to have higher level of organizational climate. Hence, it can be concluded from the results that organisational climate has connection with work experience and null hypotheses is rejected.

This is revealing that as the work experience increases, the level of intelligence quotient also increases. No other demographic variable of respondents except long work experience has shown significant relationship with their organisational climate. Long experience of job leads to a sense of security, belongingness and thus leads to organisational development.

**Table 5 Differentiation between organisational development and organisational climate based on educational qualification**

Qualification	organisational development					organisational climate			
	F	Mean	SD	DF	Test	Mean	SD	DF	Test
Up to 12	22	36.88	7.66	186	t=1.25	48.67	6.49	6.49	t=1.49
Graduation	88	38.33	7.46		NS	49.38	49.38	8.29	NS
Above Graduation	78	39.58	7.78			47.24	47.24	8.06	

**Source:** Primary Data, NS - Not Significant

Table 5 describes the differentiation between organisational development and organisational climate based on educational qualification. The mean value for organisational development in case of up to 12<sup>th</sup> std. respondents is 36.88, for under graduates' respondents is 38.33 and for above graduate's respondents is 39.58. The 't' value is found to be 1.25 which is an indication of insignificant differentiation in the mean values of organisational development in relation to groups based on qualification.

The mean for organisational climate in case of up to +2 std. respondent is 48.67, for under graduate are 49.38 and for above graduates' respondents is 47.24. The 't' value is found to be 1.49 and it support insignificant variance in the level of intelligence quotient and organisational climate of respondents on the basis of educational qualification.

## CONCLUSION

The present status of an employee is having poor climate condition. The TCM should provide at least a reasonable working condition and working environment. The significance of human resource management in marketing cooperatives is gaining momentum in recent years due to vast improvement in their business transactions and employees' strength. It has assumed great importance in the process of management and decision making.

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