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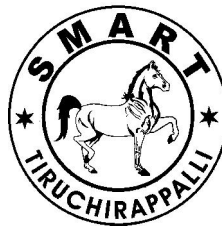
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IMPACT OF GLOBALISATION ON CLIMATE OF PUBLIC ENTERPRISES

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Abstract

A number of studies on organizational climate have been carried out in the past, emphasizing that individual behaviour is greatly influenced by the work environment. Therefore, creating a favourable work climate by incorporating appropriate changes in the various dimensions of the organization, based on the changes in the global business environment, is essential for the success of an organization. To a great extent, all organisations need to be flexible in the present era. Also, in most cases, organisations need to increase their flexibility to respond to the changes happening in the surrounding environment. The need to increase flexibility of an organisation depends upon the difference between the level and nature of existing, targeted and potential flexibility of that organisation. This research study is a longitudinal research which discovers the changes in the Organisational Climate of a large, well established Public Enterprise (BHEL, Thiruchirappalli, Tamil Nadu), where a study was conducted during 1991, two decades after a paradigm shift in Indian Economy, in order to examine the impact of economic reforms, especially the globalization, on the climate of PEs in India.

Key Words: *Organisational Climate, BHEL, Public Enterprise and Global Economy.*

1. BACKGROUND

Organizational Climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages while negative climate inhibits discretionary effort. Organizational Climate (OC) refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievements of the business outcomes. Creating a healthy organizational climate requires attention to factors which influence employees' perceptions, including the quality of leadership, the way in

which decisions are made and whether the efforts of employees are recognized. In fact, climate may be thought of as the perception of the characteristics of an organization.

In the modern world, globalisation has emerged as an important force which helps in integrating the world economy. Globalisation is a process through which the diverse world is unified into a single society. If a country has opened its gates without any restriction for the world economy through trade, foreign investment, flow of capital, flow of technology and mobilisation of labour between countries, etc., such type of situation is called globalisation. Rapid industrial development, opening up of economies and the rapid progress of science

and technology have reduced the world into a global village. In the last couple of years, the world has witnessed the emergence of an astonishing consensus with regard to strategies to be employed for achieving economic growth. Nations are embracing market economics for achieving economic well being of their people. It was increasingly being realised that even redistributive goals were better achieved by adopting market oriented economic policies since they facilitated achieving faster economic growth. Even the erstwhile socialist economies realised that the Market was more fair (and efficient) than the Commissar.

2. GLOBALISATION AND ITS IMPACT ON INDIAN INDUSTRY

Broadly speaking, the term 'globalization' means integration of economies and societies through cross country flows of information, ideas, technologies, goods, services, capital, finance and people. The term globalisation has four parameters: First, permitting free flow of goods by removing trade barriers between the countries. Second, creating environment for free flow of capitals between countries. Third, allowing free flow of technology transfer and last, but not the least from the point of view of developing countries, creation of an environment in which there is free movement of labour between the countries of the world. Thus, taking the whole world as global village, all the four components are equally important for a smooth path towards globalisation. The focal point of globalisation and liberalisation is, therefore, those imbalances and restrictions that hamper the free flow of trade. It is also the aim of globalisation to make available larger number of goods and services to the people at relatively cheaper prices (C.Rangarajan 2006).

According to Noble Prize winning economist, Milton Friedman(1990), globalisation means that it is now possible to produce a product anywhere, using resources from

anywhere, by a company located anywhere, to be sold anywhere. Oham (1990) states that due to globalisation, keeping an organisation healthy over a period of time requires working continually to improve every aspect of its business system. That implies that organisation cannot rely upon their past performance to survive in today's world. Organisations have to struggle continuously to maintain an edge over their competition. Organisations have to continuously work overtime to improve, innovate or reinvent their products or processes to meet the challenges in front of them. Organisations would also have to adapt their production methods and workforce to meet the needs and demands of this new 'globalised' customer (Eubusiness, 2007).

The New Industrial Policy of 1991 unleashed the competitive spirit of industry by abolishing industrial licensing in almost all industrial sectors, abolishing restrictions on MRTP companies, terminating the phased manufacturing programmes, substantially freeing foreign direct investment and import of foreign technology and freeing areas hitherto reserved for the public sector. This policy reform removed almost all restrictions on new entry into the industrial sector. Over the years, the trade regime has also been modified substantially so that there are now no quantitative restrictions on the import of industrial goods. At the same time, the tariff structure has been brought down considerably, thereby reducing the protection available to Indian industry.

The absorptive capacity of the industrial sector increased after the initiation of liberalisation process, which has impacted on its size and spread. The globalisation process also brought about changes in the expenditure pattern of the industries. The costs of production, including interest payments declined which resulted in increased profitability of the factory sector. The integration of the markets enabled the firms to expand their markets beyond their

traditional destinations. Increased M&As is the direct outcome of globalisation, which led to increase in R&D activities in many of the sunrise industries. The industrial performance has been broadly in tandem with the trends at the aggregate level. The globalisation process, at the end of the arduous restructuring, has given rise to a competitive industry ready to take on the mighty world.

3. RESEARCH PROBLEM

Since 1990, a series of economic reforms have been taking place in India. Reforms are particularly aimed at moving towards global economy. To promote foreign investment in the industrial sector, fiscal, revenue and trade policies were reformed, removing all controls on the movement of foreign capital. As a consequence of the reforms, Indian Economy has increasingly got integrated into world economy. The reform measures implemented by the Government have the following significant impact on Indian industries. They are (i) State owned Enterprises are disappearing; (ii) Capital intensive industry increased that resulted in regeneration of traditional labour intensive industry; (iii) Service sector gets expanded; (iv) Informal sector has been increased; (v) Above all, PEs face stiff competition not only from domestic private players but also from foreign companies. In this changing scenario, it is imperative to infuse appropriate changes in various dimensions of PEs. That is, the structure, policies, values and culture of SOEs are to be transformed in such a way to cope with globalised scenario. In this context, it is proposed to undertake a study mainly to (a) identify the variation in climate of PEs after globalisation, (b) identify the pattern of ranking of employees on climate factors and (c) the level of perception of employees on the major determinants of performance in terms of climatic dimensions.

4. OBJECTIVES OF THE STUDY

This study is principally aimed at identifying the variation in climate of public enterprises after globalisation. With this end in view, the study sharply focuses on the following objectives.

- a. To attempt a cultural exploration in a selected, large, well established public enterprise using an instrument having various dimensions of organisation climate.
- b. To identify the differences in the climate of public enterprises in the perception of employees before and after globalisation.

5. HYPOTHESIS OF THE STUDY

- H1 There is an impact of globalisation on the climate of public enterprises.

6. RESEARCH DESIGN

a. Sampling Design

This study is a kind of longitudinal research, which attempts to discover the change in the OC of BHEL, a large, well established public enterprise in Trichirapalli, Tamil Nadu, where a study was conducted during 1991 just prior to globalisation and also, during 2011 two decades after a paradigm shift in Indian economy, in order to examine the impact of economic reforms, especially the globalisation on the climate of public enterprises in India. Hence it was decided to choose the sample from the same organization, viz., Bharath Heavy Electricals Limited, Tiruchirapalli (Tamil Nadu). The desired sample size, 668, was obtained after a multiphase stratification. In the first phase, the subjects were stratified into two groups: productive and non-productive. Since the study aimed at correlating climate with performance, it was decided to undertake the survey only among those who were directly concerned with the shop floor. Further, among the members on the shop floor, executives above the E2 level (i.e., employees like Senior Executives and

Directors) were excluded from this study because these executives and directors were partly or in no way related to the shop floor, being partly or completely associated with administration and it would be a difficult task to contact them and to get their opinion since they are occupying high level which is beyond the reach of the Researcher. As a result of this two-phase stratification, the initial total population of 9,970 was ultimately reduced to 6,690 from which the sample of 668, a composite of 116 executives, 158 supervisors and 394 artisans (proportionate to the total stratified population) were randomly selected, constituting nearly 10% of the stratified population.

b. Questionnaire

In this study, the same questionnaire which was adopted during 1991 (pre-globalization period) to measure the employees' perceptions of the climate, was used at present (2011, post-globalization period) also in order to examine the differences in the scores of these periods. Although it was not a standardized questionnaire previously used by researchers, the climate dimensions incorporated in this questionnaire were based on the determinants of climate identified by some of the earlier researchers. The questionnaire, which contained 70 statements, was grouped under the following ten dimensions:

1. **Workers' Attitude (WOA)** – towards peers, the management and others; a sense of belongingness to the organisation.
2. **Job Characteristics (JOC)** – provisions of realistic job design, job previews, job pressures, etc.; sense of freedom felt in the job.
3. **Working Conditions (WOC)** – provisions of safe and healthy working conditions; adequate job security; realistic and reasonable work standards and adequate welfare facilities and amenities to employees and their families at their work place and outside.
4. **Personnel Policies (PPS)** – selection criteria based on ability; degree to which promotions are based on performance; adequate facilities for general education and technical training; existence of a sound grievance-handling procedure; attractive retirement benefits.
5. **Managerial Structure and Policies (MS&P)** – interest in and evaluation of ideas from subordinates by the management; constraints felt by the employees; quick and accurate decision-making; degree to which the leader is open, supportive and considerate.
6. **Performance – Reward Relationship (PRP)** – individualized reward system; degree to which rewards are fair and appropriate.
7. **Participative Management (PMT)** – Involvement of employees in solving day-to-day problems; competency and effective performance of various committees; recognition given to workers' representatives in meetings; negotiation in decision-making.
8. **External Influences (EXI)** – pressures presumed in other local organisations; political interferences through trade unions; atmospheric climate and other infra-structural facilities.
9. **Social Values (SOV)** – consideration given to the social needs of the members; status of the job in society; feeling of prestige; chances of moving with the public.
10. **New Technology Analysis (NTA)** – installation of new technology for manufacturing products, delivering services, and processing information; encouragement of creativity and innovation at all levels.

Each respondent was asked to respond to 70 statements using the Likert type 5-point scoring system, ranging from 'Strongly Agree (5)' to "Strongly Disagree (1)". The same questionnaire was administered to the subjects at all levels of management. To the artisans, the same tool was administered in the vernacular. The scores obtained were classified into three groups of climate rating: (i) High climate rating: scores ranging from 315 to 350; (ii) Moderate rating: scores ranging between 275 and 315; (iii) Low climate rating: scores less than 275 and the results have been presented below.

7. FINDINGS OF THE STUDY

a. Perception of Climate

Majority of respondents (67.5%) perceived the climate of the organisation to be 'moderate' (**Table-1**). Of the three groups of respondents (artisans, supervisors and executives), the perception scores of artisans and supervisors were in line with the total scores but executives expressed perceptions of OC different from the total perceptions. That is, nearly 69.8% and 16.4% of the executives viewed the OC as 'moderate' and 'good' respectively (**Table-2**). The overview of respondents' perception scores also showed that all the dimensions of OC did not receive the same amount of attention. The dimension 'New Technology Analysis' (NTA) was perceived as the most-looked-after factor, followed by 'Job Characteristics' (JOC), 'Workers' Attitude' (WOA) and 'External Influences' (EXI). At the other extreme, the dimension, 'Participative Management' (PMT), was perceived as the least-looked-after factor, followed by 'Performance-Reward-Relationship' (PRR) and 'Personnel Policies' (PPS). But the remaining three dimensions, namely, 'Social Value (SOV)', 'Managerial Structure & Policies' (MS&P), and 'Working Conditions (WOC) fell between these two extremes for the sample as a whole. It may also be seen that there was consensus among the respondents as a whole and among the three

groups, on few climatic dimensions - favourable opinion on WOA, JOC, SOV & NTA and unfavourable opinion on PRR, PMT, EXI and PPS.

b. Differences in Perception

As hypothesized, significant differences were observed in the perceptions of the following dimensions of OC among artisans, supervisors and executives, at 0.01 level of significance: PPS, MS&P, PMT and Overall Climate. When the level of significance was relaxed up to the 0.05 level, differences in perception of dimensions WOA, PRR, EXI and SOV could also be observed. Regarding the other dimensions, namely, JOC, WOC and NTA, there was no significant difference among the three groups (**Table-3**). Hence once again it was proved that there was joint perception of these dimensions of OC by the different groups of respondents.

c. Perception of Climate Before and After Globalisation

The overall scores of all respondents regarding various dimensions of climate before (1991) and after (2011) globalisation are presented in **Table-4**. From the Table, it may be seen that there was a significant improvement in the climate scores after globalisation in almost all the factors of climate as well as in the overall climate scores. Hence it may be concluded that employees are more satisfied with the organisational characteristics of their work place at present compared to the same prior to globalisation. Likewise, an attempt was made to examine the impact of globalisation on the perception of climate among different groups of respondents. The climate scores before (1991) and after (2011) globalisation of different groups show that there was significant difference in the climate scores between the two periods (pre and post-globalisation) in each group of respondents. Further, there was significant improvement in the mean scores of all the climatic factors as well as the overall scores at present compared to the same period prior to globalisation. The differences between

the scores of each group of respondents are statistically significant at 1% except the dimension, 'Workers Attitude', in the case of executives. Hence it may be concluded that globalisation had a significant impact on the various organisational characteristics of public enterprise, except the dimension WOA as far as executives were concerned.

d. Differences in Perception before and after Globalisation

The Kruskal-Wallis one way ANOVA was instrumented to study the differences in the perception on the various dimensions of OC among the executives, supervisors and artisans during 1991 and 2011 (pre and post-globalisation era) and the 'F' value along with the Level of Significance (LOS) for the respective periods are given in **Table-5**. The comparative statement of 'F' values indicated that there was no difference among the three groups of respondents regarding their perception on most of the factors of OC and the overall climate scores during the year 1991 whereas their perceptions differed widely on the overall climate and most of the climatic dimensions during the year 2011. It indicates that employees at various levels had similar perception about the climate and climatic dimensions during the pre-globalisation period and there was no consensus in their perception of climate during the post-globalisation period, especially on factors PPS, MS&P, PRR, PMT and overall climate. Also, it was observed that there was uniform perception among artisans, supervisors and executives on WOC and NTA under both periods. Therefore, it may be concluded that globalisation exercised significant impact on the perception of climate and its dimensions, except WOC and NTA, among employees at various levels. Here, once again, it is proved that there was consensus among the respondents as a whole and among the three groups on these two dimensions before and after globalisation.

8. OBSERVATIONS

OC: An overview of respondents' perception scores

On the whole, the perception of climate in the organization was 'Moderate', except in the case of Executives whose perception was 'good'. The perception scores of respondents show that NTA was perceived as the dimension best – looked – after whereas PMT, PRR and PPS were perceived as the least – looked – after dimensions as a whole. Break up of analysis in terms of artisans, supervisors, and executives shows that the least – looked – after factors were the same to all the groups whereas (a) JOC, WOC and SOV (b) WOA, WOC and JOC and (c) JOC, SOV and WOA were the well – looked – after factors for artisans, supervisors, and executives respectively, apart from JOC which was unanimously accepted as good by all the groups. It is inferred that the organization was doing their best to cater to the job-oriented needs of the employees. On the other hand, the relative neglect of dimensions like, PMT, PRR and PPS was apparently the result of the belief that these 'intangible things' were of little importance to the employees.

Impact of Globalisation on OC

In general, there was no impact of globalization on the Climate of Public Enterprises. Likewise, there was no difference in the perception of 'Artisans' before and after globalization. However, globalization exercised impact on the perception of climate among 'Supervisors' and 'Executives' though contradictory. That is, globalization recorded positive impact on the perception of executives ('Moderate' to 'Good') whereas it impacted negatively on the perception of supervisors ('Good' to 'Moderate'). Further, among the various dimensions of OC, globalization had a positive impact on SOV and WOA ('Unfavourable' to 'Favourable') and negative impact on WOC and EXI ('Favourable' to

‘Unfavourable’). Positive impact was observed in the ranking pattern of ‘Social Values’ (‘middle order rank’ to ‘top order rank’) and negative impact in the case of ‘Working Conditions’ (‘top order rank’ to ‘middle order rank’). ‘Social Values’, the dimension viewed as the most important during 1991 (before globalization) was replaced by the dimension ‘Managerial Structure & Policies’ in the globalised era.

9. SUGGESTIONS OF THE STUDY

The findings of the study suggest that though there was a significant improvement in the climate scores of public enterprises after globalization, still there was considerable scope for improving the OC, especially special attention is required on the three factors of climate, viz., WOA, WOC and PPS, which are the major determinants of employee performance. Though there was significant improvement in the perception scores of the respondents on WOA, it must still be improved as the executives were not satisfied about this at present. Likewise, the management should take into consideration the need for improving the dimension WOC, as there was more gap between the actual and derived levels of climate in 2011 compared to the same prior to globalization (1991). Moreover, this dimension was viewed as the most important by the respondents. Above all, it is regrettable to observe that ‘Personnel Policies’ degenerated more after the advent of globalization. If one looks at the personnel policies and practices generally followed within Indian organisations, more often than not, it is “who you know rather than what you know” that counts at the time of recruitment (Sharma, 1995; Varadarajan D.B, 2000). A study group appointed after a Seminar in Calcutta on social responsibilities of business, came to the conclusion that favouritism by employers in appointments, promotion and other matters was one of the major obstacles to organisational effectiveness. Rewards and punishments are rarely linked with performance and criteria for promotions are seldom clearly defined. Therefore, we may say that for an

ideal climate in organizations, the personnel policies or practices may be so improved as to live up to the expectations of employees. With regard to recruitment, the interests of the institution and the ability of the individual should weigh more with the officials involved in the process. Favouritism is a double loss in the sense that talent is not valorised and the organization suffers from the inefficiency of the favourite. Special promotion may be given on the basis of the mettle of the individual. Regular and recurring rewards in proportion to the performance will also go a long way in promoting climate and bettering productivity in the industry.

10. SCOPE FOR FURTHER RESEARCH

It is a fact that any study leaves ample scope for further studies. This section indicates areas for further and deeper study on the subject.

1. This study involved only respondents from these productive centers of the organization. Other non-productive centers may also be studied to get a global perspective.
2. Similar studies may be taken up on private sector organizations to examine the impact of globalization on private sector across organizations.
3. The present study examined climate as an important factor influenced by globalization. Other variables such as productivity, employment, world trade, distribution of income, wage and labour standard etc., may be studied in future research.

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Table - 1

An Overview of Respondents' Perception Scores (All Respondents)

S.No	OC DIMENSIONS	ALL RESPONDENTS (N=668)		
		Low (L)	Moderate (M)	High (H)
1	Workers' Attitude (WOA)	17.96 ^{**} (120) [*]	62.72(419)	19.31(129)
2	Job Characteristics (JOC)	13.77 (92)	61.08(408)	25.15(168)
3	Working Conditions (WOC)	17.51 (117)	52.54(351)	29.94(200)
4	Personnel Policies (PPS)	40.87 (273)	47.16(315)	11.98(80)
5	Managerial Structure & Policies (MS&P)	27.4 (183)	54.19(362)	18.41(123)
6	Performance Reward Relationship (PRR)	42.22 (282)	45.51(304)	12.28(82)
7	Participative Management (PMT)	42.37 (283)	45.66(305)	11.98(80)
8	External Influences (EXI)	24.55 (164)	63.62(425)	11.83(79)
9	Social Values (SOV)	15.57 (104)	58.83(393)	25.6(171)
10	New Technology Analysis (NTA)	17.66 (118)	63.32(423)	19.01(127)
11	Over-all Climate (OAC)	22.31 (149)	67.51(451)	10.18(68)

Source: Primary Data

*Figures indicate the number of respondents

**Figures indicate the percentage of respondents

(L) LOW SCORES

Scores < 27.5

(M) MODERATE SCORES

Scores < 27.5 < 31.5

(H) HIGH SCORES

Scores > 31.5

Table-3
Differences in Perception about OC Dimensions among Artisans Supervisors and Executives

Ho: There is no difference in the perception of OC dimensions among employees at different levels
Test used: ANOVA followed by Duncan's multiple range test

S.No	OC Dimensions	F Value	LOS
1	WOA	3.7123*	0.05
2	JOC	2.5756	NS
3	WOC	2.6827	NS
4	PPS	5.1458**	0.01
5	MS&P	6.5835**	0.01
6	PRR	4.1119*	0.05
7	PMT	8.1247**	0.01
8	EXI	3.4395*	0.05
9	SOV	4.3876*	0.05
10	NTA	2.8351	NS
11	OAC	4.8805**	0.01

Source: Primary Data

*Ho rejected at $\alpha = 0.05$

**Ho rejected at $\alpha = 0.01$

Table-5
Differences in Perceptions of OC Dimensions (before and after Globalisation)

S. No	OC Dimen-sions	Artisans			Supervisors			Executives		
		MEAN (1991)	MEAN (2011)	Z VALUE	MEAN (1991)	MEAN (2011)	Z VALUE	MEAN (1991)	MEAN (2011)	Z VALUE
1	WOA	25.2	27.46	4.77**	27.15	28.61	2.02*	25.81	28.15	3.90**
2	JOC	25.36	28.62	6.65**	23.45	28.78	6.35**	25.94	27.75	2.75**
3	WOC	25.65	28.77	6.52**	26.21	29.12	4.26**	26.41	27.97	2.76**
4	PPS	22.53	24.64	3.51**	22.45	26.52	4.48**	22.65	25.04	3.18**
5	MS&P	23.75	26.72	5.90**	21.7	28.42	7.79**	23.41	26.68	4.31**
6	PRR	21.2	24.76	5.69**	19.3	26.25	6.81**	21.53	24.22	3.16**
7	PMT	22.16	24.76	4.42**	22.7	27.03	5.03**	22.41	24.84	3.28**
8	EXI	24.72	26.22	3.33**	21.45	27.33	8.22**	22.6	26.81	7.20**
9	SOV	25.87	28.19	4.96**	23.91	28.78	6.04**	24.72	27.23	4.12**
10	NTA	25.38	27.58	4.82**	23.85	28.57	5.63**	24.31	27.51	5.08**
11	OAC	240.82	267.71	6.69**	232.18	279.42	7.12**	239.83	266.2	4.82**

Source: Primary Data

Ho: There is no difference in the perception of the OC dimensions before and after globalization

Test used: Z test

*Ho: rejected at $\alpha = 0.05$

**Ho: rejected at $\alpha = 0.01$

Table- 4
An Overview of Respondents' Perception Scores
(before and after Globalisation)

S. No	OC Dimensions	Before Globalisation (1991) N=218			After Globalisation (2011) N=668		
		L	M	H	L	M	H
1	Workers Attitude (WOA)	43.12** (94)*	50.92 (111)	5.96 (13)	17.96 (120)	62.72 (419)	19.31 (129)
2	Job Characteristics (JOC)	40.83 (89)	51.38 (112)	7.80 (17)	13.77 (92)	61.08 (408)	25.15 (168)
3	Working Conditions (WOC)	35.32 (77)	57.34 (125)	7.34 (16)	17.51 (117)	52.54 (351)	29.94 (200)
4	Personnel Policies (PPS)	63.76 (139)	33.03 (72)	3.21 (7)	40.87 (273)	47.16 (315)	11.98 (80)
5	Managerial Structure & Policies (MS&P)	54.59 (119)	39.91 (87)	5.50 (12)	27.4 (183)	54.19 (362)	18.41 (123)
6	Performance Reward Relationship (PRR)	76.61 (167)	20.18 (44)	3.21 (7)	42.22 (282)	45.51 (304)	12.28 (82)
7	Participative Management (PMT)	70.18 (153)	22.94 (50)	3.21 (7)	42.37 (283)	45.66 (305)	11.98 (80)
8	External Influences (EXI)	55.50 (121)	42.66 (93)	1.83 (4)	24.55 (164)	63.62 (425)	11.83 (79)
9	Social Values (SOV)	41.28 (90)	54.13 (118)	4.59 (10)	15.57 (104)	58.83 (393)	25.6 (171)
10	New Technology Analysis (NTA)	42.66 (93)	51.38 (112)	5.96 (13)	17.66 (118)	63.32 (423)	19.01 (127)
11	Over-all Climate (OAC)	55.50 (121)	42.66 (93)	1.83 (4)	22.31 (149)	67.51 (451)	10.18 (68)

Source: Primary Data

*Figures indicate the number of respondents

**Figures indicate the percentage of respondents