

## Impact Of Employee's Age On Organisational Climate A Study Of Public And Private Sector Banks In Karnataka

Nagaraju B, Pooja J

Chairman and Professor, DOS in Commerce/University of Mysore, India

Research Scholar, DOS in Commerce/University of Mysore, India

Corresponding Author: Nagaraju B

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**Abstract:** The most vital challenge to industrial and business organizational today is how to develop innovative platforms, which can motivate human behavior towards higher productivity and greater work efficiency. In the present situation organization climate is the most important factor for achieving the goals in different types of organization Organizational climate defines the employee's perception as well as perspectives of an organization. The present study makes an attempt to examine the influence of age on organizational climate in banking Industries and to analyze the perceptual differences on organizational climate among the employees of public and private sector. It has been empirically proved in many Indian and Western organizations that employee-centered climate and achievement oriented climate ultimately improve performance. The study was conducted to compare the organizational climate as perceived by employees working in public and private sector banks with respect to age. The sample consisted of 150 employees, out of 150, 100 employees are from public sector bank and 50 employees are from private sector banks. The data obtained was analyzed using means, S.D's and ANOVA. The findings lead conclusion that organizational climate of public sector banks and that of private sector banks with respect to age is different. Study also indicated that organizational climate is significantly different in public and private sector banks. The valid conclusions based on such an investigation would result in suggestions for bringing about a perception affecting organizational climate in public and private sector banks. Further it stimulates thinking among researchers on dimensions to be incorporated in a study of organizational climate.

**Keywords:** Age, Employees, Organizational climate, Private sector, Public sector

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### I. INTRODUCTION

Organizational climate is an important aspect of organization and management. The increasing research in this field and the concentrated deliberations on the subject contributed to its conceptualization and meaning which helped to develop a wide-ranging outlook of organizational climate as an important concept. Organizational climate is the shared perception of employees who work and subsist in the organization. It is the sum of individual perceptions regarding the organizational procedures, policies and practices .It is the set of measurable properties of the work environment, perceived directly or indirectly by the members, influencing their work and satisfaction. Organizational Climate is about the perceptions of the climate and about complete measures. The 'Climate' may be regarded in absolute terms and measured by instruments, but is 'felt' differently by individuals. The absolute climate may suit one person and not another. All organizational theoreticians and researchers collectively agree that a social Climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate is comprised of a combination of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately individual or work unit performance. The aging of the workforce and its projected economic and societal consequences have led to an increased interest among organizational researchers and practitioners in the topic of successful aging at work, including ways to maintain and enhance older employees' motivation, performance, attitudes, and well-being.

### II. CONCEPT OF ORGANIZATIONAL CLIMATE

According to Campbell, (1970) organizational climate is defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. Hellreigel and Slocum (1974), organizational climate is a set of perceived attributes of the organization (or its sub systems), induced from the way the organization and its members deal with each other and with their environment. Schneider and Hall (1972) have defined organizational climate as a set of global perceptions held by organizational members about their organizational environment. Reichers & schneider,

(1990) Organizational climate is defined as shared perceptions or prevailing organizational norms for conducting workplace activities Cooper (2003) describes organizational climate as “people’s perception of their working environment with regard to caring and friendliness.”

Gerber (2003) and Moran and Volkwein (1992) were integrated. Organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization’s culture and influences individual’s behavior positively or negatively.

### III. LITERATURE REVIEW

**Sharm et.al.** (1982) in his article entitled “A study of organizational climate and employer –employee relations in India”, found that age, total work experience, monthly income and education are highly inter-correlated with the dimensions of organizational climate.

**Akhilesh et.al.** (1986) in their article entitled “A Comparative Study of Organizational Climate in Two Banks” they stated that evidence available indicating that organizational climate is associated with occupant’s positive effect towards job climate dimensions and is related to employee performance

**Klien K. J.**, (2001) in his work entitled “Is everyone in agreement? An exploration of within-group agreement in employee perceptions of the work environment” Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations, are relatively stable over time and influence the behavior of people in it. The individual worker’s perception of his work environment rather than a consent view is considered, as different individuals may perceive the same workplace in different ways

**Agarwal et.al.**, (2004) in his work “Organisational Climate for perceptions of procedural fairness in human resource practices and role efficacy” found that demographic characteristics of members are differently influenced by the HR policies of the organisation and there by procedural justice perceptions.

**Avinash Kumar** (2005) in his study differential climate in the organisation –An empirical study across functions, found climate is differently perceived across functions within the same organisation. He highlighted that there is no difference in the perception of climate between lower and middle and between lower and higher age groups.

**Pooja et.al.**, (2006) in his research article entitled “climate profile and organizational citizenship behaviors: A comparative analysis of teachers working in public and private schools”. Revealed influences of age and gender on organizational citizenship behaviors in public and private schools. The cadre- wise, age- wise and experience-wise analysis has also validated the findings.

**Konda** (2013) in his research article entitled” influence of demographic factors on organizational climate”, revealed that employees have positively perceived the organizational climate, also highlighted that among variables age, education, income and experience, only education has some influence on the perception.

### IV. NEED FOR THE STUDY

The present study has undertaken to evaluate the influence of age on organizational climate with respect to the employees of public and private sector banks. And to make a comparative analysis of organizational climate between public and private sector banks. As earlier studies reveal that climate varies from organization to organization.so every organization has to be attentive towards their organizational climate. The present study has made an attempt to find is there any significant perceptual differences of age on organizational climate and between the sectors of the employees.

### V. OBJECTIVES OF THE STUDY

The following are the objectives of the present study

1. To evaluate the influence of age factor on organizational climate with respect to employees of public and private sector banks
2. To analyze the perceptual differences on Organizational climate among the employees of public and private sector Banks.

### VI. HYPOTHESIS OF THE STUDY

In order to achieve the above stated objectives, the following hypotheses have been proposed

H0: There is no significant difference between age factor and Organizational climate with respect to employees of public and private sector banks.

H1: There is a significant difference between age and Organizational climate with respect to employees of public and private sector banks.

H0: There is no significant perceptual differences among the employees of public and private sector banks on Organizational climate.

H1: There is a significant perceptual differences among the employees of public and private sector banks on Organizational climate.

## VII. METHODOLOGY

### 7.1 Research Design

The descriptive survey research is considered suitable for the present study. The reason for selecting the descriptive method of research was that it helps in generality to a greater extent than the experimental research design.

### 7.2 Sources of Data

The study utilized both primary and secondary sources for collecting data. The primary sources of data collections done with the help of administration of structured questionnaire and secondary sources are journals, books, reports and records, PhD Thesis and internet sources.

### 7.3 Population and sample size of the Study

This study was carried out among both public and private sector bank employees. The sample selection was totally random without any bias. 150 employees are randomly selected from which 100 are from public sector bank employees and 50 are from private sector employees are the respondents of the structured questionnaire. Perception of the employees on organizational climate was collected through structured questionnaire on a five point Likert Scale as “Strongly disagree “to “strongly agree” and rating given as 1 to 5 respectively.

### 7.4 Tools of Data Analysis

In this study data analysis is performed with the help of Statistical Package for Social Sciences (SPSS 19 version). The study used both descriptive as well as inferential statistics to represent the responses. Hypothesis testing is done using ANOVA for large samples.

Balance. ANOVA is used for analysis purpose because the data collected are further sampled as of two different populations i.e., Public Sector Banks and Private Sector Banks.

## VIII. DATA ANALYSIS AND INTERPRETATION

### 8.1 Influence of Age on Work Environment

		N	Mean	Std. Deviation
A good lighting system increases employee's productivity.	<below 25 years	9	2.0000	1.50000
	26-35 years	107	4.2430	.75036
	36-45 years	10	4.3000	.48305
	45 and above	24	4.2500	.44233
	Total	150	4.1133	.92349
Controlled noise and temperature in workplace will make an employee to concentrate on their job.	<below 25 years	9	2.0000	1.50000
	26-35 years	107	4.3271	.76202
	36-45 years	10	4.3000	.48305
	45 and above	24	3.9583	.55003
	Total	150	4.1267	.95043
Work area has a safe working environment.	<below 25 years	9	2.6667	1.32288
	26-35 years	107	4.2523	.72806
	36-45 years	10	4.3000	.48305
	45 and above	24	4.0833	.65386
	Total	150	4.1333	.83277

		Sum of Squares	df	Mean Square	F	Sig.
A good lighting system increases employee's productivity	Between Groups	42.791	4	14.264	24.709	.000
	Within Groups	84.282	146	.577		
	Total	127.073	150			
Controlled noise and temperature in workplace will make an	Between Groups	45.984	4	15.428	25.255	.000
	Within Groups	88.610	146	.607		

employee to concentrate on their job	Total	144.594	150			
Work area has a safe working environment.	Between Groups	21.214	4	7.071	12.571	.000
	Within Groups	82.120	146	.562		
	Total	104.444	150			

There was a significant difference between age and organizational climate factors for the statement ‘A good lighting system increases employee’s productivity’ with a p- value of .000

P- Value of .000 is significantly different for age and organizational factors for the statement ‘Controlled noise and temperature in workplace will make an employee to concentrate on their job’.

For the statement ‘Work area has a safe working environment’. Found a significant difference between the sectors with the p value of .000

**8.2 Work Environment between Public and Private sector**

	Sector	N	Mean	Std. Deviation
A good lighting system increases employee’s productivity.	Public sector	100	4.2491	.88168
	Private sector	50	4.9148	.96045
Controlled noise and temperature in workplace will make an employee to concentrate on their job.	Public sector	100	4.2609	.94608
	Private sector	50	4.9148	.94190
Work area has a safe working environment.	Public sector	100	4.2500	.76496
	Private sector	50	4.9484	.90655

	F	Sig.	T	df	Sig. (2-tailed)
A good lighting system increases employee’s productivity.	.419	.519	2.126	148	.045
			2.085	114.584	.049
Controlled noise and temperature in workplace will make an employee to concentrate on their job	1.444	.250	2.206	148	.029
			2.204	120.758	.029
Work area has a safe working environment.	.801	.472	2.188	148	.040
			2.106	106.248	.048

A good lighting system increases employee’s productivity shows highest by the public sector banks with a mean value of 4.2491 with a p value of .045 showing a significant difference between sectors and organizational climate.

4.2609 mean value is higher in public sector for the statement ‘Controlled noise and temperature in workplace will make an employee to concentrate on their job’ and p value of .029 showing significant difference between sectors and organizational climate.

For the statement ‘Work area has a safe working environment’. The mean value for public sector was 4.2500 and a p value of .048 showing significant difference between sectors and organizational climate.

**8.3 Influence of Age on Rewards & Recognition**

		N	Mean	Std. Deviation
Employees are rewarded in proportion on the excellence of their job performance.	<below 25 years	9	4.4444	1.42288
	26-45 years	107	4.8505	.94971
	46-45 years	10	4.1000	.41624
	45 and above	24	4.2500	.44244
	Total	150	4.9000	.90402

		Sum of Squares	df	Mean Square	F	Sig.
Employees are rewarded in proportion on the excellence of their job performance.	Between Groups	6.494	4	2.164	2.747	.045
	Within Groups	115.007	146	.788		
	Total	121.500	150			

045 p value shows that there is a significant difference between age and organizational climate for the statement Employees are rewarded in proportion on the excellence of their job performance.

**8.4 Rewards & Recognition between Sectors**

	Sector	N	Mean	Std. Deviation
Employees are rewarded in proportion on the excellence of their job performance.	Public sector	100	4.7717	.99564
	Private sector	50	4.1044	.69406

	F	Sig.	T	Df	Sig. (2-tailed)
Employees are rewarded in proportion on the excellence of their job performance.	7.814	.006	-2.220	148	.028
			-2.404	146.487	.018

Private sector shows more mean value of 4.1044 as Employees are rewarded in proportion on the excellence of their job performance. P value.018 showing a significant difference between sectors and organizational climate factors

**8.5 Influence of Age Factor on Participative Management**

		N	Mean	Std. Deviation
Employees are consulted before taking important decision.	<below 25 years	9	2.6667	1.00000
	26-45 years	107	4.9252	.84441
	46-45 years	10	4.5000	.70711
	45 and above	24	4.6250	.49454
	Total	150	4.7744	.85254
The management gives respect and power to the workers representatives in meetings.	<below 25 years	9	2.6667	1.42288
	26-45 years	107	4.8141	.82566
	46-45 years	10	4.9000	.56765
	45 and above	24	4.0417	.20412
	Total	150	4.7867	.84214

		Sum of Squares	df	Mean Square	F	Sig.
Employees are consulted before taking important decision	Between Groups	14.766	4	4.922	7.684	.000
	Within Groups	94.527	146	.641		
	Total	108.294	150			
The management gives respect and power to the workers representatives in meetings.	Between Groups	14.054	4	4.451	7.049	.000
	Within Groups	90.120	146	.617		
	Total	104.174	150			

.000 p value shows significant difference between age and organizational climate factors for the statement 'Employees are consulted before taking important decision'.

The management gives respect and power to the worker's representatives in meetings has a significant difference age and organizational climate with a p value of .000

**8.6 Participative Management between Sectors**

	Sector	N	Mean	Std. Deviation
Employees are consulted before taking important decision.	Public sector	100	4.6522	.84119
	Private sector	50	4.9655	.85769
The management gives respect and power to the workers representatives in meetings.	Public sector	100	4.6414	.90884
	Private sector	50	4.0172	.64499

	F	Sig.	T	df	Sig. (2-tailed)
Employees are consulted before taking important decision.	1.586	.210	-2.221	148	.028
			-2.205	118.466	.029
The management gives respect and power to the workers representatives in meetings.	12.765	.000	-2.754	148	.007
			-2.979	146.475	.004

4.9655 mean value is significantly higher in private sector for the statement 'Employees are consulted before taking important decision' with a p value of .029 showing a significant difference between sectors and organizational climate factors

The management gives respect and power to the worker's representatives in meetings is higher in case of public sector with a mean value of 4.6414 and p value .004 showing significant difference between sectors and organizational factors.

### 8.7 Influence of Age on Involvement & Commitment

		N	Mean	Std. Deviation
Employees feels it is the best place to work and a sense of belongingness.	<below 25 years	9	4.0000	1.74205
	26-45 years	107	4.0467	.89425
	46-45 years	10	4.6000	.96609
	45 and above	24	4.0000	.58977
	Total	150	4.9467	.95488

		Sum of Squares	df	Mean Square	F	Sig.
Employees feels it is the best place to work and a sense of belongingness.	Between Groups	10.407	4	4.469	4.046	.008
	Within Groups	125.166	146	.857		
	Total	145.574	150			

For the statement 'Employees feels it is the best place to work and a sense of belongingness '. This too found a significant difference between age and organizational climate with a p value of .008.

### 8.8 Involvement & Commitment between Sectors

	Sector	N	Mean	Std. Deviation
Employees feels it is the best place to work and a sense of belongingness.	Public sector	100	4.7945	1.02215
	Private sector	50	4.1897	.78264

	F	Sig.	T	df	Sig. (2-tailed)
Employees feels it is the best place to work and a sense of belongingness.	1.400	.249	-2.521	148	.014
			-2.676	142.476	.008

For the statement 'Employees feels it is the best place to work and a sense of belongingness '.The p value .008 showing a significant difference between sectors and organizational climate.

### 8.9 Influence of Age Factor on Welfare Concern

		N	Mean	Std. Deviation
Bank provides better retirement benefits to its employees.	<below 25 years	9	2.6667	1.00000
	26-45 years	107	4.6646	.99947
	46-45 years	10	4.4000	.67495
	45 and above	24	4.5417	.97709
	Total	150	4.5600	.99987
Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial.	<below 25 years	9	4.4444	1.42288
	26-45 years	107	4.0094	1.01401
	46-45 years	10	4.9000	.41624
	45 and above	24	4.0000	.00000
	Total	150	4.9600	.92599

		Sum of Squares	df	Mean Square	F	Sig.
Bank provides better retirement benefits to its employees.	Between Groups	9.014	4	4.005	4.145	.027
	Within Groups	149.946	146	.959		
	Total	148.960	150			
Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial.	Between Groups	4.869	4	1.290	1.520	.212
	Within Groups	124.891	146	.849		
	Total	127.760	150			

P value of .027 for statement Bank provides better retirement benefits to its employee's shows significant difference between age and organizational factors.

Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial statement shows that there is no significant difference between age and organizational climate factors having a p value of .212

### 8.10 Welfare Concern between Sectors

	Sector	N	Mean	Std. Deviation
Bank provides better retirement benefits to its employees.	Public sector	100	4.4470	.96494
	Private sector	50	4.9148	.96045
Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial.	Public sector	100	4.7717	.94882
	Private sector	50	4.2586	.82845

	F	Sig.	T	df	Sig. (2-tailed)
Bank provides better retirement benefits to its employees.	1.024	.414	-4.574	148	.000
			-4.577	121.660	.000
Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial.	.040	.864	-4.244	148	.002
			-4.427	142.428	.001

Private sector shows mean value of 4.9148 for statement Bank provides better retirement benefits to its employees. P value of .000 shows a significant difference between sectors and organization climate.

Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial highly in case of private sector with a mean value of 4.2586 and p value .002 showing a significant difference between sectors and organizational climate.

### 8.11 Motivation and Age

		N	Mean	Std. Deviation
Employees have a feeling of self-esteem on their job.	<below 25 years	9	4.6667	1.00000
	26-45 years	107	4.1869	.82566
	46-45 years	10	4.0000	.00000
	45 and above	24	4.2917	.46441
	Total	150	4.1600	.76921
The centralized authority in the organization motivates employee's efficiency.	<below 25 years	9	2.6667	1.00000
	26-45 years	107	4.0000	.96152
	46-45 years	10	4.4000	.67495
	45 and above	24	4.0844	.28244
	Total	150	4.8867	.94792
Organizational climate motivates employees and makes them feel part of the organization.	<below 25 years	9	2.4444	2.00000
	26-45 years	107	4.1682	.86414
	46-45 years	10	4.5000	.52705
	45 and above	24	4.2500	.44244
	Total	150	4.0267	1.00299

		Sum of Squares	df	Mean Square	F	Sig.
Employees have a feeling of self-esteem on their job.	Between Groups	2.940	4	.980	1.679	.174
	Within Groups	85.220	146	.584		
	Total	88.160	150			
The centralized authority in the organization motivates employee's efficiency	Between Groups	19.140	4	6.480	8.422	.000
	Within Groups	111.944	146	.767		
	Total	141.074	150			
Organizational climate motivates employees and makes them feel part of the organization.	Between Groups	41.921	4	10.640	14.168	.000
	Within Groups	117.972	146	.808		
	Total	149.894	150			

P value of .174 for the statement Employees have a feeling of self-esteem on their job. Shows that there is a no significant difference between age and organizational climate factors.

For the statement 'The centralized authority in the organization motivates employee's efficiency'. This too found that there is a significant difference between age and organizational climate with a p value of .000.

Organizational climate motivates employees and makes them feel part of the organization statement has a significant difference between age and organizational climate with a p value of .000

### 8.12 Motivation between Sectors

	Sector	N	Mean	Std. Deviation
Employees have a feeling of self-esteem on their job.	Public sector	100	4.0217	.79805
	Private sector	50	4.4794	.67089
The centralized authority in the organization motivates employee's efficiency	Public sector	100	4.7717	.97441
	Private sector	50	4.0690	.85557
Organizational climate motivates employees and makes them feel part of the organization.	Public sector	100	4.9022	.99515
	Private sector	50	4.2241	.99195

	F	Sig.	T	df	Sig. (2-tailed)
Employees have a feeling of self-esteem on their job.	.091	.764	-2.847	148	.005
			-2.951	146.177	.004
The centralized authority in the organization motivates employee's efficiency	.212	.646	-1.907	148	.058
			-1.964	142.646	.052
Organizational climate motivates employees and makes them feel part of the organization.	.024	.877	-1.942	148	.055
			-1.944	121.614	.056

For the statement Employees have a feeling of self-esteem on their job with a p value of .002 shows a significant difference between sectors and organizational climate.

The centralized authority in the organization motivates employee's efficiency is mean value is higher in case of private sector with a p value of .058 shows that there is no significant difference between sector and organizational climate. For the statement 'Organizational climate motivates employees and makes them feel part of the organization'. The mean value for Private sector was 4.2241 and p value of .055 shows that there is no significance difference between sectors and organization climate

### 8.13 Influence of Age Factor on Training & Development

		N	Mean	Std. Deviation
Employees gain adequate training related to their job to meet professional standards	<below 25 years	9	4.0000	1.50000
	26-45 years	107	4.0748	.86549
	46-45 years	10	4.6000	.51640
	45 and above	24	4.2500	.44244
	Total	150	4.0067	.88611
Training and development enhances the efficiency and effectiveness of the work being performed by the employees.	<below 25 years	9	4.0000	1.74205
	26-45 years	107	4.1776	.87754
	46-45 years	10	4.1000	.41624
	45 and above	24	4.0417	.62409
	Total	150	4.0800	.92447



		Sum of Squares	df	Mean Square	F	Sig.
Employees gain adequate training related to their job to meet professional standards	Between Groups	12.691	4	4.240	5.922	.001
	Within Groups	104.402	146	.714		
	Total	116.994	150			
Training and development enhances the efficiency and effectiveness of the work being performed by the employees.	Between Groups	11.555	4	4.852	4.870	.004
	Within Groups	115.485	146	.791		
	Total	127.040	150			

Employee's gain adequate training related to their job to meet professional standards has a p value of .001 and highlights that there is a significant difference between age and organizational climate.

P value of .004 for the statement Training and development enhances the efficiency and effectiveness of the work being performed by the employees shows that there is a significant difference between age and organizational climate factors.

### 8.14 Training & Development between Sectors

	Sector	N	Mean	Std. Deviation
Employees gain adequate training related to their job to meet professional standards	Public sector	100	4.8470	.88052
	Private sector	50	4.2759	.84446
Training and development enhances the efficiency and effectiveness of the work being performed by the employees.	Public sector	100	4.9249	1.01887
	Private sector	50	4.4276	.68548

	F	Sig.	T	df	Sig. (2-tailed)
Employees gain adequate training related to their job to meet professional standards	.248	.620	-4.045	148	.004
			-4.074	126.286	.004
Training and development enhances the efficiency and effectiveness of the work being performed by the employees	.444	.565	-2.660	148	.009
			-2.899	147.444	.004

4.2759 mean value in private sector shows that Employees gain adequate training related to their job to meet professional standards and a p value of .004 shows that there is a significant difference between sectors and organizational climate.

Training and development enhances the efficiency and effectiveness of the work being performed by the employees. Is more in private sector as it shows a mean value of 4.4276 and p value of .009 shows that there is a significant difference between sectors and organizational climate.

### 8.15 Influence of Age Factor on Empowerment

		N	Mean	Std. Deviation
Empowerment makes employees feel that they are vital to the success of the organization.	<below 25 years	9	4.4444	1.42288
	26-45 years	107	4.0474	.80006
	46-45 years	10	4.0000	.00000
	45 and above	24	4.2084	.41485
	Total	150	4.0200	.78124
Empowered employees facilitate the process of positive change in the organization.	<below 25 years	9	4.0000	.86604
	26-45 years	107	4.1121	.71806
	46-45 years	10	4.6000	.51640
	45 and above	24	4.2084	.50898
	Total	150	4.0267	.74146

		Sum of Squares	df	Mean Square	F	Sig.
Empowerment makes employees feel that they are vital to the success of the organization.	Between Groups	5.141	4	1.710	2.910	.047
	Within Groups	85.809	146	.588		
	Total	90.940	150			
Empowered employees	Between Groups	12.881	4	4.294	9.084	.000

facilitate the process of positive change in the organization.	Within Groups	69.014	146	.474		
	Total	81.894	150			

For the statement ‘ Empowerment makes employees feel that they are vital to the success of the organization. This too found that there is a significant difference between age and organizational climate with a p value of .047

Empowered employees facilitate the process of positive change in the organization has a p value of .000 showing there is a significant difference between age and organizational climate.

**8.16 Empowerment between Sectors**

	Sector	N	Mean	Std. Deviation
Empowerment makes employees feel that they are vital to the success of the organization.	Public sector	100	4.9022	.79917
	Private sector	50	4.2069	.71962
Empowered employees facilitate the process of positive change in the organization.	Public sector	100	4.9448	.78172
	Private sector	50	4.1724	.65260

	F	Sig.	T	df	Sig. (2-tailed)
Empowerment makes employees feel that they are vital to the success of the organization.	2.505	.116	-2.462	148	.019
			-2.419	140.641	.017
Empowered employees facilitate the process of positive change in the organization.	.001	.974	-1.929	148	.056
			-2.009	146.699	.046

Empowerment makes employees feel that they are vital to the success of the organization.is highest in case of private sector with a mean value of 4.2069 and a p value of .017 shows that there is a significant difference between sectors and organizational climate.

For the statement ‘Empowered employees facilitate the process of positive change in the organization’. The mean value for Private sector was 4.1724. And a p value Of .056 shows that there is no significant difference between sectors and organizational climate.

**8.17 Influence of Age on Career Opportunity**

		N	Mean	Std. Deviation
The organization provides financial aids for career development.	<below 25 years	9	2.0000	1.50000
	26-45 years	107	4.7757	1.01227
	46-45 years	10	4.5000	.52705
	45 and above	24	4.7500	.79400
	Total	150	4.6467	1.06901
Career opportunities are pointed out to juniors by senior officers in the organization.	<below 25 years	9	4.6667	1.00000
	26-45 years	107	4.8692	.86966
	46-45 years	10	4.6000	.51640
	45 and above	24	4.5844	1.05981
	Total	150	4.7944	.89215

		Sum of Squares	df	Mean Square	F	Sig.
The organization provides financial aids for career development.	Between Groups	26.657	4	8.886	9.044	.000
	Within Groups	144.617	146	.984		
	Total	170.274	150			
Career opportunities are pointed out to juniors by senior officers in the organization.	Between Groups	2.192	4	.741	.916	.445
	Within Groups	116.402	146	.797		
	Total	118.594	150			

There is a significant difference between organizational climate and age for the statement the organization provides financial aids for career development with a p value of .000

P value of .445 shows that is a no significant difference between organizational climate and age for the statement Career opportunities are pointed out to juniors by senior officers in the organization.

**8.18 Career Opportunity between Sectors**

	Sector	N	Mean	Std. Deviation
The organization provides financial aids for career development.	Public sector	92	4.4891	1.09449
	Private sector	58	4.8966	.98568
Career opportunities are pointed out to juniors by senior officers in the organization.	Public sector	92	4.6522	.97704
	Private sector	58	4.0172	.68804

	F	Sig.	T	df	Sig. (2-tailed)
The organization provides financial aids for career development.	4.498	.064	-2.406	148	.024
			-2.461	140.611	.020
Career opportunities are pointed out to juniors by senior officers in the organization.	10.257	.002	-2.484	148	.014
			-2.681	146.124	.008

The organization provides financial aids for career development is more in private sector as it shows mean value of 4.8966 with a p value of .024 shows that there is a significant difference between sectors and organizational climate.

Career opportunities are pointed out to juniors by senior officers in the organization is higher in private sector with a mean value of 4.0172. And a p value of .014 shows that there is significant difference between sector and organizational climate

**IX. FINDINGS**

The main purpose of the study was to investigate the influence of age factor on organizational climate and to know the significant perceptual differences on organizational climate between public and private sector bank employee's. The obtained data were analyzed in the light of the objectives and hypothesis proposed in the study. For this purpose ANOVA was carried out so that a comparison can be done.

While examining the influence of age factor on organizational climate, Null hypothesis stating there is no significant difference between age and organizational climate is rejected Group insurance and other facility (benevolent, leave fare concession) provided by the banks are beneficial, employee have a feeling of self-esteem on their job, career opportunities are pointed out to juniors by senior officers in the organization alternative hypothesis 'There is a significant difference between age and Organizational climate with respect to employees of public and private sector banks' is accepted.

The summary of the ANOVA for sectors towards organizational climate, Null hypothesis stating there is no significant difference between the employees of public and private sector banks with respect to organizational climate the a good lighting system, controlled noise and temperature, work area has a safe working environment, employees are rewarded in proportion on the excellence, employees are consulted before taking important decision, management gives respect and power in meetings, it is the best place to work ,provides better retirement benefit, group insurance and other facility, a feeling of self-esteem on their job T & D provides adequate knowledge and enhances efficiency of employees, employees feel that they are vital for the success, organization provides financial aids and career opportunities are pointed out to juniors by seniors is rejected.

Whereas the centralized authority in the organization, organization climate motivates employees and make them feel part and empowered employees facilitate the process of positive change in the organization proves that alternative hypothesis is accepted.

**X. CONCLUSION**

The climate that emerges within an organization becomes the major contributing factor of employee behavior. Since the climate perception influences efficiency of employees. A sound climate is a long-run scheme. Organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value should stay in the organization and continue to put their efforts into their work to benefit the organization. Researchers think that organizational climate is an indirect determinant of behavior in a collective sense. The individual's perceptions of what are "out there" acts as a moderating or main variable between organizational incitements and resulting behavior. Organizational climate is the key to business success because it impacts attitudes and behavior of employee's. If the climate is favorable, there would be greater organizational effectiveness and leads to healthy atmosphere. Employees have positively perceived the organizational climate. The findings lead conclusion that organizational climate of public sector banks and that of private sector banks with respect to age is different.

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