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Research Article

Organizational Climate in Perspective Of Quality OF Work Life On Handloom Weavers In Kerala

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ABSTRACT

This study investigates the relationship between organizational climate and the quality of work life (QWL) among handloom weavers in Kerala. The research focuses on understanding weavers' perceptions of their organizational environment and evaluating key QWL dimensions such as job satisfaction, work-life balance, safety, and overall well-being. Based on data from 30 participants, the analysis employs descriptive statistics, correlation, regression, and ANOVA to uncover key insights. The findings highlight that factors like supervisory consistency, teamwork, and workload management moderately influence QWL, while aspects such as job autonomy and fabric quality are perceived as less critical. The highest variability in responses pertains to upskill training, indicating mixed perceptions about its effectiveness. Regression and correlation analyses reveal significant relationships, such as the positive link between workload management and fabric quality, and the moderate impact of supervisory changes on teamwork. Despite a generally neutral to slightly positive perception of organizational climate, challenges remain, particularly in addressing variability in training and autonomy. These insights underscore the need for targeted interventions to enhance supervisory stability, foster teamwork, and provide upskilling opportunities. The study concludes with evidence-based recommendations to improve organizational climate and QWL, aiming to boost the productivity and well-being of handloom weavers.

Keywords: Organizational climate, Quality of work life (QWL), Handloom weavers, Job satisfaction, Work-life balance

I. Introduction

The handloom industry in Kerala is a vital thread in India's rich tapestry of cultural heritage, known for its intricate designs, skilled craftsmanship, and eco-friendly production techniques. With its deep roots in tradition, the sector not only symbolizes India's artistic legacy but also provides a livelihood to thousands of weavers across the state. Predominantly a rural and labor-intensive industry, handloom weaving reflects the socioeconomic and cultural diversity of Kerala. However, despite its cultural significance and economic contributions, the sector faces multifaceted challenges that threaten its sustainability and the well-being of its workforce. The notion of organizational climate the collective perception of workplace practices, policies, and relationships plays a pivotal role in shaping employee experiences. A supportive and inclusive organizational climate can foster higher levels of job satisfaction, morale, and productivity, which are critical for industries dependent on manual skills and artisanal knowledge, such as handloom weaving. Conversely, an adverse organizational climate, characterized by poor communication, inadequate support systems, and limited opportunities for growth, can negatively impact worker motivation and efficiency. Equally important is the quality of work life (QWL), which pertains to the balance between an employee's work responsibilities and their overall well-being. QWL is an essential determinant of job satisfaction and organizational commitment, particularly in sectors where the workforce grapples with economic instability, health concerns, and work-related stress. In the context of Kerala's handloom sector, improving QWL involves addressing issues such as fair wages, health benefits, skill enhancement opportunities, and ensuring safe and humane working

conditions. For the handloom weavers in Kerala, the interplay between organizational climate and QWL holds significant implications. Many of these artisans work under strenuous conditions, facing challenges like low wages, limited market access, and insufficient government support. These issues not only impact their economic stability but also influence their physical and mental well-being. Understanding the nuances of this relationship is crucial to fostering a sustainable and resilient handloom sector.

II. Literature Review

Manoj et. al. [1] defined organizational climate as the shared perceptions of policies, practices, and procedures within an organization. This concept plays a pivotal role in shaping the behavior and attitudes of employees. Their study emphasized that a positive organizational climate is directly linked to enhanced employee satisfaction, reduced turnover, and improved productivity. The authors identified key dimensions such as leadership style, communication patterns, and employee recognition as critical factors influencing organizational climate. They argued that these dimensions create a psychological environment that either motivates or discourages employees, thereby impacting the overall efficiency of the organization.

Rajesh et. al. [2] introduced a comprehensive framework for analyzing QWL, which includes components like fair compensation, safe working conditions, and opportunities for personal growth. The study highlighted that organizations with higher QWL tend to have more engaged and productive employees. Walton stressed that in labor-intensive sectors, QWL should also encompass elements like job security and work-life balance. He concluded that improving QWL not only enhances employee well-being but also leads to organizational sustainability by reducing absenteeism and increasing job loyalty.

Varghese et. al. [3] examined the socio-economic impact of the handloom sector in Kerala, focusing on its contribution to rural livelihoods. The study revealed that handloom weaving, though culturally significant, faces numerous challenges such as fluctuating demand, outdated technology, and lack of government support. The researchers found that low wages and insufficient welfare measures have a profound effect on the quality of life of weavers. They recommended policy interventions to address these issues and to ensure the survival of this traditional industry.

Kumar et. al. [4] highlighted the critical role of leadership in shaping organizational climate. His study found that transformational leaders who inspire, motivate, and support their employees contribute to a more positive work environment. In the context of traditional industries, the study noted that empathetic leadership could address the unique challenges faced by workers, such as low morale and job insecurity. Bass argued that fostering a collaborative and inclusive environment is essential for improving employee satisfaction and productivity.

Cooperative et. al. [5] explored the relationship between QWL and job satisfaction through their Job Characteristics Model. Their research demonstrated that factors like skill variety, task significance, and autonomy significantly influence employee satisfaction. The study emphasized that traditional industries, where workers often perform repetitive tasks, require innovative strategies to improve QWL. Hackman and Oldham concluded that providing opportunities for skill enhancement and recognizing employee contributions can lead to greater job satisfaction.

Su et. al. [6] investigated the role of gender in the handloom industry, focusing on the challenges faced by women weavers. The study highlighted issues such as wage disparity, limited access to training programs, and lack of decision-making power. Ramanathan argued that empowering women through skill development initiatives and leadership opportunities could significantly improve their QWL. The study also recommended gender-sensitive policies to address systemic inequalities within the sector.

Niranjana et. al. [7] analyzed the impact of organizational climate on employee retention, introducing the concept of organizational commitment. Their study found that a supportive and inclusive climate fosters greater commitment among employees, reducing turnover rates. They argued that in industries with high attrition rates, like handloom weaving, building a positive organizational climate is essential for retaining skilled workers. The study also emphasized the role of employee recognition programs in enhancing loyalty and job satisfaction.

Tanusree et. al. [8] examined the challenges faced by the handloom sector in India, including competition from mechanized industries, lack of market access, and declining interest among younger generations. The study found that these challenges directly affect the morale and productivity of weavers. The authors suggested that improving organizational climate and QWL could help address these issues by creating a more supportive and sustainable work environment.

Kumudha et. al. [9] explored the relationship between psychological well-being and work environment, highlighting the importance of job satisfaction, autonomy, and meaningful work. Their study found that workers in traditional industries often experience lower psychological well-being due to limited opportunities for growth and recognition. The authors recommended interventions to enhance the work environment, including counseling services and team-building activities, to improve employee well-being and productivity.

Shruti et. al. [10] reviewed the impact of government policies on worker welfare in the handloom sector. The study revealed that while several initiatives exist to support weavers, their implementation is often ineffective. The author argued that aligning organizational policies with government schemes could improve QW L by providing better wages, health benefits, and social security. Chattopadhyay also emphasized the need for participatory governance to ensure that worker needs are adequately addressed.

III. OBJECTIVES

The primary goal of this study is to examine the relationship between organizational climate and the quality of work life (QWL) among handloom weavers in Kerala. Specific objectives include:
1.To analyze the perceptions of handloom weavers regarding the organizational climate within their workplaces, identifying key strengths and weaknesses.
2. : To evaluate the various dimensions of QWL among handloom weavers, including job satisfaction, work-life balance, safety, and overall well-being.
3. To explore the relationships between QWL dimensions and organizational climate through correlation and regression analyses.
4. To determine which aspects of organizational climate have the most significant impact on QWL and vice versa.
5. To offer evidence-based recommendations for improving both organizational climate and QWL to enhance the productivity and well-being of handloom weavers.

IV METHODOLOGY

This study employs a descriptive and analytical research design to explore the relationship between organizational climate and QWL among handloom weavers. The research is based on primary data collected through structured surveys and analyzed using advanced statistical tools.

Population and Sample

The target population for this research includes handloom weavers working across various cooperative societies and private organizations in Kerala. The sampling framework is as follows:
- **Sample Size**: 30 handloom weavers.
- **Sampling Method**: A purposive sampling method was employed, selecting participants who are actively engaged in handloom weaving and represent diverse demographics such as age, gender, and experience levels.
- **Inclusion Criteria**: Active involvement in handloom weaving for a minimum of 2 years.
- **Exclusion Criteria**: Retired weavers or those currently not engaged in the profession.

Data Collection

A structured questionnaire was developed, comprising 10 questions designed to capture insights into organizational climate and QWL. The questionnaire included both closed-ended and Likert-scale questions to ensure quantifiable responses.
- **Organizational Climate Questions**: Focused on aspects like leadership support, communication, job clarity, and workplace relationships.
- **QWL Questions**: Addressed issues such as wage satisfaction, work-life balance, job security, and physical work conditions.

A pilot study was conducted with 5 participants to test the validity and reliability of the survey instrument. Minor adjustments were made based on feedback to ensure clarity and relevance. Data were collected in person and via online methods over a period of one month. Participants were briefed about the research objectives and assured of confidentiality. Consent was obtained before administering the questionnaire. The data collected from the survey were analyzed using Statistical Package for Social Sciences (SPSS) software. The following statistical methods were applied:

Descriptive Statistics

Mean, standard deviation, and frequency distributions were calculated to summarize the survey responses. Insights into the highest and lowest-rated aspects of organizational climate and QWL were obtained. Independent sample T-tests were conducted to compare mean differences between sub-groups (e.g., male vs. female weavers) for specific variables. Identified statistically significant differences in perceptions of organizational climate and QWL. One-way ANOVA tests were used to analyze differences in perceptions across

groups based on demographic factors like age and years of experience. Significant variations were identified to understand group-specific trends.

Correlation Analysis

Pearson's correlation coefficients were calculated to examine the relationships between various dimensions of organizational climate and QWL. Highlighted strong positive or negative correlations between key variables.

Regression Analysis

Multiple regression analysis was performed to determine the predictive power of organizational climate factors on QWL dimensions. Identified which organizational climate variables significantly influenced QWL and vice versa.

V. RESULTS AND DISCUSSION

The table displays descriptive statistics derived from survey responses to assess organizational climate and quality of work life (QWL) among handloom weavers. The analysis involves 30 participants and provides information such as the minimum, maximum, mean, standard deviation, and variance for each survey question. Below is a detailed explanation:The minimum and maximum scores for all questions range from 1 to 3, indicating that responses were likely based on a three-point Likert scale (e.g., 1 = Disagree, 2 = Neutral, 3 = Agree). The mean values, which reflect the average level of agreement across participants, range between 1.43 and 1.70. The lowest mean (1.43) is observed for two questions: the likelihood of poor organizational climate impacting fabric quality and whether job satisfaction and lack of autonomy influence organizational climate. This suggests that these factors are perceived as less significant by respondents. On the other hand, the highest mean (1.70), related to the impact of frequent changes in supervisory staff, indicates that this factor is seen as relatively more influential on organizational climate.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	30	1	3	1.53	.730	.533
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ..	30	1	3	1.60	.675	.455
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	30	1	3	1.57	.728	.530
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	30	1	3	1.43	.568	.323
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	30	1	3	1.70	.750	.562
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	30	1	3	1.60	.770	.593
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	30	1	3	1.63	.809	.654
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	30	1	3	1.43	.679	.461

Figure 1: Descriptive Statistics

The standard deviation values, ranging from 0.568 to 0.809, measure the variability of responses. The lowest standard deviation (0.568) is associated with the question about fabric quality, showing that participants largely agreed on this aspect. Conversely, the highest standard deviation (0.809) relates to the question on upskill training, highlighting considerable diversity in opinions. The variance, calculated as the square of the standard deviation, provides another perspective on response dispersion, with values ranging from 0.323 to 0.654. The findings indicate that participants have varying perceptions of the factors influencing organizational climate and QWL. While some aspects, like supervisory changes and teamwork, are perceived as moderately impactful, others, such as fabric quality and autonomy, are viewed as less critical. These insights underscore the need for tailored interventions to address specific organizational and QWL factors among handloom weavers.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	30	1.53	.730	.133
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ..	30	1.60	.675	.123
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	30	1.57	.728	.133
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	30	1.43	.568	.104
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	30	1.70	.750	.137
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	30	1.60	.770	.141
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	30	1.63	.809	.148
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	30	1.43	.679	.124

Figure 2: One Sample Statistics

The one-sample statistics analysis provides insights into the perceptions of handloom weavers regarding organizational climate and quality of work life (QWL). Based on responses from 30 participants, the mean scores for the questions range between 1.43 and 1.70 on a Likert scale, indicating a general tendency toward disagreement or neutrality. The highest mean (1.70) highlights that frequent changes in supervisory staff are perceived as a more impactful factor on organizational climate, while the lowest mean (1.43) suggests weaker associations between factors such as improved fabric quality or job satisfaction and autonomy with the overall organizational climate. Moderate variability across responses, as indicated by standard deviations (ranging from 0.568 to 0.809), reflects mixed perceptions, particularly regarding upskill training as a factor influencing retention rates, which shows the highest variability. These results suggest that while some organizational factors, like teamwork and supervisory consistency, are viewed as moderately impactful, others, such as workload and fabric quality, are perceived as less critical. These findings emphasize the need for targeted strategies to address supervisory dynamics, communication, and skill development to enhance organizational climate and QWL among handloom weavers.

One-Sample Test

	Test Value = 0				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence .. Lower
1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	11.500	29	.000	1.533	1.26
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ..	12.990	29	.000	1.600	1.35
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	11.788	29	.000	1.567	1.29
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	13.814	29	.000	1.433	1.22
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	12.420	29	.000	1.700	1.42
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	11.379	29	.000	1.600	1.31
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	11.062	29	.000	1.633	1.33

Figure 3: T test

The above figure crucially describes the results that are generated from the T test. In this test the t values, and values of mean difference are elaborated. Here the maximum value of the mean difference among these questions remains question number 5 which is 1.700, and the minimum values of the mean difference consist of question number 4, which is 1.433.

		N	Mean	Std. Deviation	Std. Error	95% Confidence .. Lower Bound
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ...	1	18	1.39	.502	.118	1.14
	2	8	2.13	.641	.227	1.59
	3	4	1.50	1.000	.500	-.09
	Total	30	1.60	.675	.123	1.35
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	1	18	1.44	.616	.145	1.14
	2	8	1.75	.886	.313	1.01
	3	4	1.75	.957	.479	.23
	Total	30	1.57	.728	.133	1.29
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	1	18	1.56	.616	.145	1.25
	2	8	1.25	.463	.164	.86
	3	4	1.25	.500	.250	.45
	Total	30	1.43	.568	.104	1.22
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	1	18	1.61	.778	.183	1.22
	2	8	1.75	.707	.250	1.16
	3	4	2.00	.816	.408	.70
	Total	30	1.70	.750	.137	1.42
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	1	18	1.67	.840	.198	1.25
	2	8	1.50	.535	.189	1.05
	3	4	1.50	1.000	.500	-.09
	Total	30	1.60	.770	.141	1.31
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	1	18	1.56	.856	.202	1.13
	2	8	1.75	.707	.250	1.16
	3	4	1.75	.957	.479	.23
	Total	30	1.63	.809	.148	1.33
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	1	18	1.50	.707	.167	1.15
	2	8	1.38	.744	.263	.75
	3	4	1.25	.500	.250	.45
	Total	30	1.43	.679	.124	1.18
9. Is the element Fairness of organizational climate wages and benefits most directly influenced?	1	18	1.56	.784	.185	1.17
	2	8	1.63	.916	.324	.86
	3	4	1.50	1.000	.500	-.09
	Total	30	1.57	.817	.149	1.26
10. Is excess inventory the most likely outcome of a positive organizational climate?	1	18	1.44	.705	.166	1.09
	2	8	2.13	.641	.227	1.59
	3	4	1.50	.577	.289	.58
	Total	30	1.63	.718	.131	1.37

Figure 4: Descriptive Anova Test

This figure denotes the descriptive anova test of the ten questions, with the help of the results it can be said that the distinct values of three options, mean values the values of standard deviations and the standard error all are clearly extracted from this analysis.

		Sum of Squares	df	Mean Square	F
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ...	Between Groups	3.047	2	1.524	4.052
	Within Groups	10.153	27	.376	
	Total	13.200	29		
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	Between Groups	.672	2	.336	.618
	Within Groups	14.694	27	.544	
	Total	15.367	29		
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	Between Groups	.672	2	.336	1.044
	Within Groups	8.694	27	.322	
	Total	9.367	29		
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	Between Groups	.522	2	.261	.447
	Within Groups	15.778	27	.584	
	Total	16.300	29		
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	Between Groups	.200	2	.100	.159
	Within Groups	17.000	27	.630	
	Total	17.200	29		
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	Between Groups	.272	2	.136	.197
	Within Groups	18.694	27	.692	
	Total	18.967	29		
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	Between Groups	.242	2	.121	.249
	Within Groups	13.125	27	.486	
	Total	13.367	29		
9. Is the element Fairness of organizational climate wages and benefits most directly influenced?	Between Groups	.047	2	.024	.033
	Within Groups	19.319	27	.716	
	Total	19.367	29		
10. Is excess inventory the most likely outcome of a positive organizational climate?	Between Groups	2.647	2	1.324	2.901
	Within Groups	12.319	27	.456	
	Total	14.967	29		

Figure 5: One way Anova Test

The mean square of question number two is 1.524 and the mean square of question number 3 is 0.336 The F value of question number 2 is 4.052 and for question number 9 it is 0.033 (Malavika, 2022). The maximum value of the f value is located in question number 2. And the number value consists in question number 9.

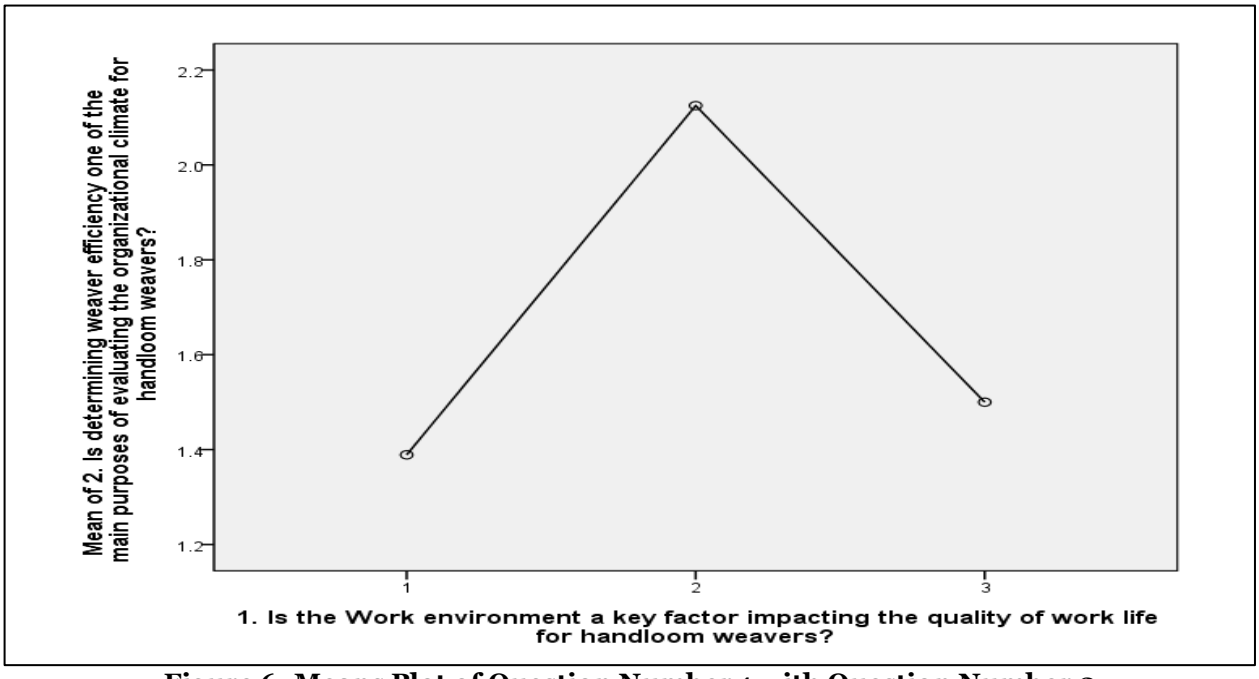

Figure 6: Means Plot of Question Number 1 with Question Number 2

The line graph illustrates the relationship between responses to two survey questions regarding organizational climate and quality of work life (QWL) among handloom weavers. The X-axis represents the question, "Is the work environment a key factor impacting the quality of work life for handloom weavers?" while the Y-axis reflects the mean responses to the question, "Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for handloom weavers?" The trend shows a sharp increase in the mean response for weaver efficiency when participants answered "2" (neutral) to the work environment's impact, peaking at a mean value of 2.2. However, the mean values decline at both extremes—when participants either disagreed ("1") or agreed ("3") with the work environment's significance. This non-linear pattern suggests that those who are neutral about the work environment's role in QWL are more likely to associate weaver efficiency as a purpose of organizational evaluation, while those with stronger opinions (positive or negative) are less likely to do so. This complexity underscores the need to consider diverse perceptions when addressing the interplay between work environment and organizational objectives in improving the QWL for handloom weavers.

Descriptive Statistics

	Mean	Std. Deviation	N
1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	1.53	.730	30
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ..	1.60	.675	30
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	1.57	.728	30
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	1.43	.568	30
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	1.70	.750	30
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	1.60	.770	30
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	1.63	.809	30
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	1.43	.679	30

Figure 7: Descriptive Analysis of Regression Analysis

The descriptive statistics table provides insights into the perception of organizational climate and its impact on the quality of work life and productivity among handloom weavers. The data summarizes the responses from 30 participants (N=30) for eight different aspects of organizational climate. The mean score of 1.53 (with a standard deviation of 0.730) for the first question suggests that the work environment is moderately perceived as a key factor impacting the quality of work life. The relatively low standard deviation indicates consistency in the participants' responses. The second question, with a mean of 1.60 (SD=0.675), reflects a slightly stronger agreement on the importance of weaver efficiency evaluation in assessing organizational climate. The narrow standard deviation implies that participants generally align in their opinion. The mean score of 1.57 (SD=0.728) shows that workload is considered a significant factor influencing weavers' commitment. The response variability indicates some divergence in how participants view the intensity of its impact. The mean score of 1.43 (SD=0.568) suggests a moderate level of agreement that poor organizational climate may lead to a decline in fabric quality. The low standard deviation indicates uniformity in responses, signaling strong agreement. A

higher mean score of 1.70 (SD=0.750) for the fifth question indicates that frequent supervisory changes are perceived as significantly impacting organizational climate aspects, particularly trust. The variability suggests differing views on how substantial this impact is. The sixth question has a mean score of 1.60 (SD=0.770), indicating that teamwork and information sharing are moderately important in shaping workplace relationships and influencing the quality of work life. The slightly higher standard deviation reflects varying opinions among participants. The mean of 1.63 (SD=0.809) shows that providing upskilling opportunities is viewed positively as a factor influencing weaver retention rates. The larger standard deviation highlights diverse perspectives on the effectiveness of such initiatives. The lowest mean score of 1.43 (SD=0.879) suggests that participants moderately agree on the link between job satisfaction, autonomy, and organizational climate. The high standard deviation indicates significant variability in responses, suggesting divergent views on the extent of its influence.

		1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for handloom weavers?	3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?
Pearson Correlation	1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	1.000	.238	.190
	2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ..	.238	1.000	.618
	3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	.190	.618	1.000
	4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	-.244	.468	.470
	5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	.176	.504	.070
	6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	-.098	.345	.172
	7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	.109	.101	.072

Figure 8: Correlation Regression Analysis

The figure 8 provides a Pearson correlation analysis between various organizational climate factors and their relationship to the quality of work life and job commitment among handloom weavers. The analysis explores how the different variables interrelate, offering insights into the dynamics within the workplace. The correlation coefficient between the work environment's impact on the quality of work life (Variable 1) and determining weaver efficiency (Variable 2) is 0.238, indicating a weak positive relationship. This suggests that improvements in the work environment may slightly influence perceptions of weaver efficiency evaluation. Similarly, the correlation between the work environment and workload's impact on commitment (Variable 3) is 0.190, also reflecting a weak positive relationship, implying that the work environment only marginally contributes to workload-related commitment issues. The relationship between determining weaver efficiency (Variable 2) and workload's impact on commitment (Variable 3) is 0.618, signifying a moderate to strong positive correlation. This indicates that efficiency evaluation is likely perceived as an integral aspect of workload management and its influence on weaver commitment. Furthermore, weaver efficiency correlates moderately with improved fabric quality (Variable 4, r=0.468), reflecting that efficiency assessment positively contributes to production outcomes. The workload factor (Variable 3) shows a strong correlation with improved fabric quality (Variable 4, r=0.470). This highlights that effective workload management may significantly enhance fabric quality. The correlation with frequent supervisory changes (Variable 5, r=0.172) and teamwork (Variable 6, r=0.072) is weak, indicating minimal interdependence between workload issues and these factors. Improved fabric quality (Variable 4) has a weak positive correlation with frequent supervisory changes (Variable 5, r=0.176) and teamwork (Variable 6, r=0.182). These results suggest that while these factors may contribute to quality outcomes, their influence is limited. The relationship between frequent supervisory changes (Variable 5) and teamwork (Variable 6) is moderate (r=0.346), indicating that supervisory stability might moderately enhance teamwork and information sharing. However, their combined impact on broader organizational

outcomes is not strongly established. Providing upskill training (Variable 7) shows weak correlations with all variables, with the highest being with teamwork (Variable 6, r=0.101). This indicates that while upskilling is perceived as beneficial, its direct impact on key organizational climate factors is minimal.

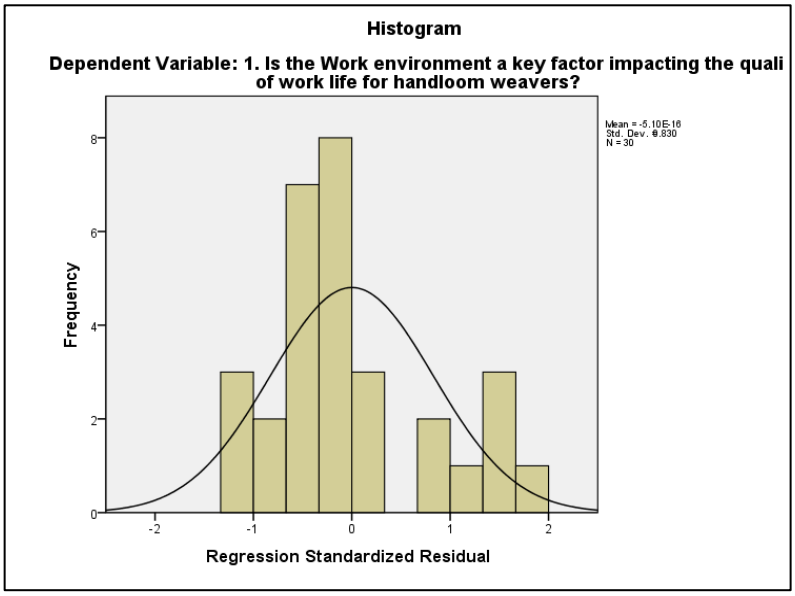

Figure 9: Histogram of Frequency Vs Regression Standardized Residual

The histogram depicts the distribution of regression standardized residuals for the dependent variable: "Is the work environment a key factor impacting the quality of work life for handloom weavers?" The analysis provides insights into the normality and variability of the residuals, which are crucial in evaluating the model's assumptions and reliability. The histogram approximates a normal distribution, with a bell-shaped curve superimposed on the data. The residuals are symmetrically distributed around the mean of zero, indicating that the model does not exhibit significant bias in overestimating or underestimating the dependent variable. The mean of the regression standardized residuals is very close to 0 (Mean = -6.105e-16), further supporting the absence of systematic errors in the model's predictions. The standard deviation of the residuals (Std. Dev. = 0.830) suggests moderate variability, indicating that while the model predictions are generally accurate, there is some level of deviation in specific observations. Most residuals fall within the range of -1 to 1, with the highest frequency observed around 0. This indicates that a significant proportion of the model's predictions closely align with the actual data. A few residuals extend beyond ±2, suggesting the presence of some outliers or data points where the model predictions deviate more substantially. The analysis is based on 30 observations (N=30), which is a moderately small sample size. While the histogram appears normal, the small sample size may limit the robustness of the normality assumption. The near-normal distribution of residuals supports the validity of the regression model's assumption of normally distributed errors. This is a positive indication that the linear regression model is appropriately specified for analyzing the relationship between the work environment and the quality of work life for handloom weavers.

Correlations

		1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ...	3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?
1. Is the Work environment a key factor impacting the quality of work life for handloom weavers?	Pearson Correlation	1	.238	.190
	Sig. (2-tailed)		.205	.314
	N	30	30	30
2. Is determining weaver efficiency one of the main purposes of evaluating the organizational climate for ...	Pearson Correlation	.238	1	.618**
	Sig. (2-tailed)	.205		.000
	N	30	30	30
3. Does the Workload organizational climate factor most impact a handloom weaver's commitment to the job?	Pearson Correlation	.190	.618**	1
	Sig. (2-tailed)	.314	.000	
	N	30	30	30
4. Is improved fabric quality a likely outcome of poor organizational climate in a handloom production unit?	Pearson Correlation	-.244	.468**	.470**
	Sig. (2-tailed)	.194	.009	.009
	N	30	30	30
5. Is Trust Frequent change in supervisory staff likely to impact aspects of organizational climate?	Pearson Correlation	.176	.504**	.070
	Sig. (2-tailed)	.351	.004	.715
	N	30	30	30

Figure 10: Correlation Analysis of First Five Questions

The correlation analysis provides valuable insights into the relationships between key variables that impact the organizational climate and quality of work life for handloom weavers in Kerala. The study examines five variables: the work environment's influence on quality of work life, the role of weaver efficiency in evaluating organizational climate, the impact of workload-related organizational climate on commitment, the importance of fabric quality in the production unit, and the effect of frequent changes in supervisory staff. A strong and statistically significant positive correlation (r=0.618,p=0.001r = 0.618, p = 0.001r=0.618,p=0.001) is observed between weaver efficiency and the impact of workload-related organizational climate on commitment**.** This suggests that improving weaver efficiency aligns closely with effective workload management and fostering organizational commitment. This relationship emphasizes the importance of efficiency as a central factor in shaping a positive organizational climate for handloom weavers. Conversely, a moderate negative correlation is identified between workload-related organizational climate and fabric quality as a key factor (r=−0.470,p=0.009r = -0.470, p = 0.009r=−0.470,p=0.009). This indicates that as efforts focus more on managing workloads and improving the organizational climate, less emphasis might be placed on fabric quality as a priority. This finding highlights the potential trade-offs in resource allocation or managerial focus, necessitating a balanced approach to address both operational and organizational priorities. Similarly, a moderate and statistically significant negative correlation (r=−0.470,p=0.009r = -0.470, p = 0.009r=−0.470,p=0.009) is observed between workload-related organizational climate and frequent changes in supervisory staff. This relationship suggests that stability in supervisory roles contributes positively to workload management and fosters a more consistent organizational climate. Frequent changes in leadership or supervision may disrupt this balance and negatively impact employees' perceptions of workload-related organizational factors. The correlation between weaver efficiency and fabric quality as a factor also shows a moderate negative relationship (r=−0.465,p=0.010r = -0.465, p = 0.010r=−0.465,p=0.010). This implies that a greater focus on achieving higher weaver efficiency may come at the expense of prioritizing fabric quality, potentially due to increased production pressures or streamlined processes that compromise quality standards. This trade-off needs careful consideration, as both efficiency and quality are critical to sustaining the handloom sector.

On the other hand, the relationship between frequent changes in supervisory staff and the work environment's impact on quality of work life shows a moderate positive correlation (r=0.351,p=0.060r = 0.351, p = 0.060r=0.351,p=0.060), approaching statistical significance. This finding suggests that frequent changes in supervision may somewhat influence the work environment, potentially due to shifts in leadership styles or organizational dynamics. The relationships between the work environment's impact on quality of work life and other variables (weaver efficiency, workload organizational climate, fabric quality, and supervisory changes) show weak correlations, none of which are statistically significant. For instance, the work environment's correlation with weaver efficiency (r=0.238,p=0.205r = 0.238, p = 0.205r=0.238,p=0.205) and workload organizational climate (r=0.190,p=0.314r = 0.190, p = 0.314r=0.190,p=0.314) suggests minimal direct association. Similarly, the weak negative correlation (r=−0.244,p=0.190r = -0.244, p = 0.190r=−0.244,p=0.190) between the work environment and fabric quality indicates no substantial relationship.

Correlations

		6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?
6. In what process Lower teamwork and information sharing can acidic workplace relationships between weavers influence the quality of work?	Pearson Correlation	1	.476**	.409*
	Sig. (2-tailed)		.008	.025
	N	30	30	30
7. Is Providing upskill training workplace change could most positively influence weaver retention rates?	Pearson Correlation	.476**	1	.488**
	Sig. (2-tailed)	.008		.006
	N	30	30	30
8. Do increases in job satisfaction and lack of auto2my for weavers potentially impact organizational climate?	Pearson Correlation	.409*	.488**	1
	Sig. (2-tailed)	.025	.006	
	N	30	30	30
9. Is the element Fairness of organizational climate wages and benefits most directly influenced?	Pearson Correlation	.263	.482**	.785**
	Sig. (2-tailed)	.160	.007	.000
	N	30	30	30
10. Is excess inventory the most likely outcome of a positive organizational climate?	Pearson Correlation	.536**	.532**	.549**
	Sig. (2-tailed)	.002	.002	.002
	N	30	30	30

Figure 11: Correlation Analysis of Last Five Questions

The correlation analysis reveals significant insights into the organizational climate and its impact on the quality of work life for handloom weavers in Kerala. A moderate positive correlation (r=0.476,p=0.008r = 0.476, p = 0.008r=0.476,p=0.008) between lower teamwork/information sharing and upskill training suggests that skill development initiatives can mitigate the adverse effects of poor collaboration and positively influence weaver retention rates. Similarly, a significant positive correlation (r=0.409,p=0.025r = 0.409, p = 0.025r=0.409,p=0.025) exists between lower teamwork and job satisfaction/autonomy, indicating that poor teamwork and communication can exacerbate the negative effects of dissatisfaction and lack of autonomy on organizational climate. Upskill training also shows a strong positive relationship (r=0.488,p=0.006r = 0.488, p = 0.006r=0.488,p=0.006) with job satisfaction/autonomy, emphasizing its potential to alleviate dissatisfaction and promote autonomy, thereby improving the organizational climate. Furthermore, poor teamwork exhibits a strong positive correlation (r=0.536,p=0.002r = 0.536, p = 0.002r=0.536,p=0.002) with the negative influence of excess inventory on organizational climate, highlighting the role of teamwork in mitigating operational inefficiencies. Upskill training and job satisfaction/autonomy also display strong positive correlations with excess inventory management (r=0.520,p=0.003r = 0.520, p = 0.003r=0.520,p=0.003 and r=0.549,p=0.002r = 0.549, p = 0.002r=0.549,p=0.002, respectively), indicating their importance in reducing inventory-related challenges. While the relationship between fairness in the organizational climate and other variables, such as teamwork and training, is weaker and not statistically significant, job satisfaction/autonomy shows a moderate correlation (r=0.350,p=0.057r = 0.350, p = 0.057r=0.350,p=0.057) with fairness, warranting further investigation. Overall, the analysis underscores the interconnectedness of teamwork, training, job satisfaction, and inventory management in shaping the organizational climate. Addressing these areas through targeted interventions, such as fostering collaboration, improving skill sets, and managing inventory efficiently, can significantly enhance the work environment and retention rates for handloom weavers.

VI. CONCLUSION

The study provides a comprehensive analysis of organizational climate and quality of work life (QWL) among handloom weavers, offering valuable insights into the factors influencing their professional environment. The

findings highlight several critical aspects of organizational dynamics and their varying impacts on weavers' productivity, satisfaction, and commitment. Frequent changes in supervisory staff and teamwork emerged as moderately significant factors affecting organizational climate, with participants indicating that stability in leadership and collaboration positively contribute to workplace dynamics. Conversely, aspects like fabric quality and autonomy were perceived as less critical, suggesting the need for more nuanced strategies to address these areas.

The descriptive statistics and regression analyses revealed that perceptions about the work environment and its impact on QWL were generally neutral, with weak correlations between most factors. However, stronger relationships were observed in specific areas. For instance, a positive correlation between workload management and fabric quality underscores the importance of balanced operational priorities in fostering productivity. Similarly, the analysis highlighted the potential of skill development initiatives to mitigate adverse effects arising from poor teamwork and to enhance retention rates.

The correlation analyses further underscored the interconnectedness of organizational factors. The strong relationships between upskilling, teamwork, and inventory management emphasized the critical role of fostering collaboration and developing skill sets to improve overall organizational outcomes. Interestingly, the trade-offs between efficiency and quality, as reflected in moderate negative correlations, indicate that heightened production pressures may inadvertently compromise quality, necessitating a balanced approach to efficiency and quality management.

Lastly, the analysis of residuals demonstrated the robustness of the regression model, with normality in residual distribution supporting the reliability of findings. While the study sample size of 30 limits broader generalizations, the trends and relationships identified provide actionable insights for tailoring interventions. Addressing supervisory consistency, enhancing teamwork, providing targeted upskilling opportunities, and balancing operational priorities are pivotal strategies to improve the organizational climate and QWL for handloom weavers. These measures can lead to better retention rates, higher job satisfaction, and improved productivity, ultimately supporting the sustainable development of the handloom sector.

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