Indian Journal of Economics and Business
Vol. 20 No. 3 (December, 2021)

http://www.ashwinanokha.com/IJEB.php

Understanding Organizational Climate in Hospitals during Covid-19 Pandemic: An Analytical Hierarchy Process Approach

A.K. Subramani[1], N. Akbar Jan[2], Asha Binuraj[3] & Santhosh Kumar Yadav[4]

[2]*Associate Professor and Head, Department of Management Studies, St. Peter's College of Engineering and Technology, Avadi, Chennai - 600054. Tamil Nadu, India.*

[2]*Assistant Professor - OB & HRM, Department of Human Resource Management and Soft skills, ICFAI Business School (IBS) Hyderabad, The ICFAI Foundation for Higher Education, (Declared as Deemed-to-be university u/s 3 of the UGC Act 1956), Donthanapally Campus, Shankarapalli Road, Hyderabad, Telangana, India. Pin: 501203.*

[3]*Assistant Professor – OB & HRM, Department of Human Resource Management and Soft Skills, ICFAI Business School (IBS), Hyderabad, ICFAI Foundation for Higher Education (IFHE),(Deemed to be University u/s 3 of the UGC Act 1956),Donthanapally Campus, Shankarapalli Road, Hyderabad - 501203, Telangana, India.*

[4]*Assistant Professor – IT &Operations, Department ofIT and Operations, IBS Hyderabad, The ICFAI Foundation for Higher Education, (Declared as Deemed-to-be university u/s 3 of the UGC Act 1956), Dontanpalli (Village), Shankerpalli Road, Hyderabad, Telangana., India. Pin: 501203.*

[*] *Corresponding author: draksubramani@gmail.com*

Received: 03rd May 2021
Revised: 04th June 2021
Accepted: 15thAugust 2021

Abstract: The study aims to understand the factors contributing to an organizational climate in hospitals in the Covid-19 pandemic period. The paper used the analytical Hierarchical Process (AHP) approach to analyze the factors of significance, and hence identify the critical factors that contribute to the organizational climate in hospitals in India. The AHP method is adopted to examine the key factors influencing organizational climate in hospitals in India by collecting the primary data through pre-validated structured questionnaires. The outcome of the research indicates that human relations at the workplace are the most important organizational climate factor followed by the internal process, open system approach, and rational goals. Managers may consider autonomy as the most important criteria in human relations, formalization in internal processes, innovation and flexibility in an open system, and clarity of organizational goals in the rational goal approach contributing to effective organizational climate, as they have emerged as the significant indicators of key success factors of organizational climate in the hospitals.

Keywords: organizational climate, AHP process, hospital, Covid-19, pandemic

1. Introduction

Hospitals are struggling to manage the Covid-19 patients, and also despite following all safety guidelines, healthcare workers are highly exposed to the risk of pathogen infection. The long working hours, psychological distress, fatigue, burnout' physical, psychological and emotional stress experienced by the employees in hospitals are beyond imagination. The safety of health workers and effective measures to manage the employees and their services in hospitals through HR practices, internal processes, open communication, leadership, resource management, psychological and emotional support has been quite challenging. In such a situation most hospitals are failing to create a work atmosphere emphasizing the safety of their employees, providing them psychological, social, and emotional support through internal processes. Building an effective organizational climate (OC) in such a crisis is highly challenging, along with the effort to help employees in their well-being, quality of work-life, administrational, and management support. Understanding the critical factors which contribute to OC which would support the medical fraternity as well as support healthcare workers is the need of the hour.

As healthcare organizations across the globe tussle a lot to attain a sustainable competitive advantage, they need to understand the factors that influence OC. Existing literature states that the work environment has a significant influence on the behavior of the employees at the workplace. The work environment and its related factors such as organizational policies & administration, infrastructure, interpersonal relationships, etc., contribute to the development of the work climate of an organization (Davidson, 2000; Schneider, 1990; Subramani and Akbar Jan, 2011). The climate has a significant role in shaping the attitude, behavior, productivity, and performance of the employees which results in increased efficiency and effectiveness of their organization during changing business situations (Subramani and Akbar Jan, 2011; Subramani and Panneerselvam, 2014).

The objective of establishing a good OC is to improve employee performance and enhance the sustainability of organizations. This is predominantly imperative for healthcare services. Extant literature has investigated employee performances and services in the health sector (Zigan et al., 2008). However, there is a scarcity of studies in health care organizations through research that has recommended OC as an intangible factor that impacts the performance of healthcare organizations (Wienand et al., 2007; Zigan et al., 2008).

Therefore, the objective of this research is to evaluate and arrange the factors influencing OC in hospitals using the integrated Analytical Hierarchy Process (AHP) method. AHP is an effective tool for decision-making based on the structured technique for organizing and analyzing complex decisions (Akyole and Guler, 2017; Khera and Pawar, 2021; Yousef and Abu, 2016).

We attempt to analyze and prioritize these factors according to their significance, to suggest a model in hospitals in the Covid-19 pandemic context by asking the following research question.

RQ1: What are the critical factors of OC in hospitals in the present covid 19 context?

2. Literature Review

2.1. Organizational Climate (OC)

It includes the collection of measurable attributes of the work environment which is unique (Litwin and Stringer, 1968; Muchinsky, 1976). Rafferty (2003) has mentioned OC as the internal environment of the organization perceived by the employees. OC has a key role in organizational performance and employees' job satisfaction, employee engagement, organizational citizenship behavior (Nirmalraj et al., 2016; Ravishankar et al., 2016; Subramani et al., 2015; Subramani and Panneerselvam, 2014). It also enhances the connection or bonding among the employees; therefore, they solve the work-related problems together (Subramani and Panneerselvam, 2012). The supportive OC creates a dynamic workforce in their organization, which could help the organization to accomplish its goals in any critical condition (Selvaraju et al., 2017; Subramani et al., 2016).

Past researchers agreed that OC is multi-dimensional and there was no consensus among the researchers/scholars about the best practices of OC. According to Patterson et al. (2005), the OC has four major dimensions i.e. human relations, internal process, open systems, and rational goal. This measurement scale has 82 items, which are hardly used in past studies to relate with other variables. Henceforth in the current research, Patterson et al.'s (2005) scale is adopted because it exhaustively covers all the aspects of the OC.

2.1.1. Human Relations

This approach of OC supports employees for their progress, well-being, and commitment inside an organization (Patterson et al., 2005). Therefore, this framework underlines employee's well-being and boosts interpersonal relationships for the growth of human resource development (Maja and Tjasa, 2021; Santos et al., 2019). This method considers autonomy, which is an important criterion for job design that gives the employee a wider scope to experience independence at the job; hence this freedom, in turn, adds a great level of accountability and personal growth on the individual. (Patterson et al., 2005).
Another dimension of this approach is integration, which shows the degree of mutual trust, cooperation, collective effort, and finding a solution to the problem (Asha and Jyothi, 2011; Asha and Jyothi, 2013; Nauta and Sanders, 2000). Employee participation and involvement have a significant impact on decision-making (Massoud et al., 2018;Patterson et al., 2005; Saeed et al., 2019; Tadesse, 2018) and are identified as important factors in this approach. Similarly, emphasis on training for skill development of employee's skills (Peruzzo et al., 2019; Santos et al., 2019); and welfare of employees display the degree to which the organization care and values the employee (Asha, 2018; 2020; Irene et al., 2014; Maja and Tjasa, 2021; Peruzzo et al., 2019; Saeed et al., 2019).

2.1.2. Internal Process

This approach emphasizes constancy, formalization, and control of the resources for the effective utilization of the organization's resources. Moreover, these factors focus on the role of hierarchies and bureaucracy (Claude, 2018; Maja and Tjasa, 2021; Peruzzo et al., 2019; Rozman et al., 2019), which indicates that control over communication processes and data management leads to stability and control (Claude, 2018; Santos et al., 2019). Meanwhile, revealing prescribed rubrics and processes (Patterson et al., 2005; Rozman et al., 2020; Santos et al., 2019; Shuck et al., 2017) and traditional display of the degree to which recognized ways of doing things are appreciated are the key features of internal processes.

2.1.3. Open Systems

It highlights external attention and flexible associations with the environment. Hence this method finds a way how an organization would adapt itself to the surrounding environment. The fluctuating external environment under the influence of various factors demands managers to find novel resources to meet the demand that arises from the market. (Patterson et al., 2005). It witnesses values such as flexibility, adaptability, and innovativeness as sources for the accomplishment of organizational goals (Lichtenthaler and Fischbach, 2016; Maja and Tjasa, 2021; Muhammad et al., 2018; Santos et al., 2019). This approach reflects orientation towards change and its management (Patterson et al., 2005). It encourages novel thoughts and inventive approaches (Maamari and Majdalani, 2017; Maja and Tjasa, 2021), showing outward attention, which indicates the level to which the organization is reactive to the changing market and consumer needs. (Muhammad et al., 2018; Patterson et al., 2005; Santos et al., 2019). Open systems also refer to reflexivity which indicates an apprehension for revising the objectives, action plans, and job processes, to acclimatize according to the changing business environment.

2.1.4. Rational Goal

This approach ensures the focus of the organization on the external environment and stringent control inside the organization (Patterson et al., 2005). The key objective of this approach is to emphasize the goal-setting process to achieve the effectiveness, productivity, and accomplishment of organizational goals (Ghanbari and Eskandari, 2016; Maja and Tjasa, 2021; Santos et al., 2019). Previous researches indicate that organizational goals' clarity is an outcome where the set goals of the organization are clearly defined and communicated (Ghanbari and Eskandari, 2016; Patterson et al., 2005; Santos et al., 2019). Similarly, according to this approach, how employees in organizations perform their tasks by attaining individual and organizational goals, indicating the personal effort level also leads to productivity (Kumar-Bamel et al., 2013; Maja and Tjasa, 2021). Hence a high significance is given to the efficiency of the employee and their productivity at the job, which highlights the quality of procedures followed to produce quality products. This in turn builds pressure on the employee to meet the set targets as per performance standards and norms, and job performance feedbacks are considered critical for the rationality of goals. Table 1 summarizes the literature support for OC criteria and sub-criteria.

Table 1: OC Factors with Literature Support

OC Criteria	OC sub-criteria	Expert Judgment	Literature Support
Human Relations	Autonomy	Yes	Patterson et al., 2005; Maja and Tjasa, 2021;
	Integration	Yes	Massoud et al., 2018;Patterson et al., 2005
	Involvement	Yes	Irene et al., 2014; Tadesse, 2018
	Supervisory support	Yes	Peruzzo et al., 2019; Massoud et al., 2018
	Training	Yes	Patterson et al., 2005; Saeed et al., 2019
	Welfare	Yes	Irene et al., 2014; Patterson et al., 2005; Saeed et al., 2019
Internal Process	Formalization	Yes	Peruzzo et al., 2019; Santos et al., 2019; Maja and Tjasa, 2021; Patterson et al., Claude, 2018;
	Tradition	Yes	Rozman et al., 2019; Rozman et al., 2020; Shuck et al., 2017
Open Systems	Innovation &Flexibility	Yes	Santos et al., 2019; Patterson et al., 2005
	Outward focus	Yes	Lichtenthaler and Fischbach, 2016; Maja and Tjasa, 2021; Patterson et al., 2005;
	Reflexivity	Yes	Lichtenthaler and Fischbach, 2016; Muhammad et al., 2018
Rational Goal	Clarity of organisational goals	Yes	Ghanbari and Eskandari, 2016; Santos et al., 2019
	Efficiency	Yes	Ghanbari and Eskandari, 2016; Patterson et al., 2005
	Effort	Yes	Maja and Tjasa, 2021; Patterson et al., 2005
	Performance feedback	Yes	Kumar-Bamel et al., 2013; Mafabi et al., 2015
	Pressure to produce	Yes	Kumar-Bamel et al., 2013
	Quality	Yes	Deming, 1986; Hackman &Wageman, 1995

Source: Author's Compilation

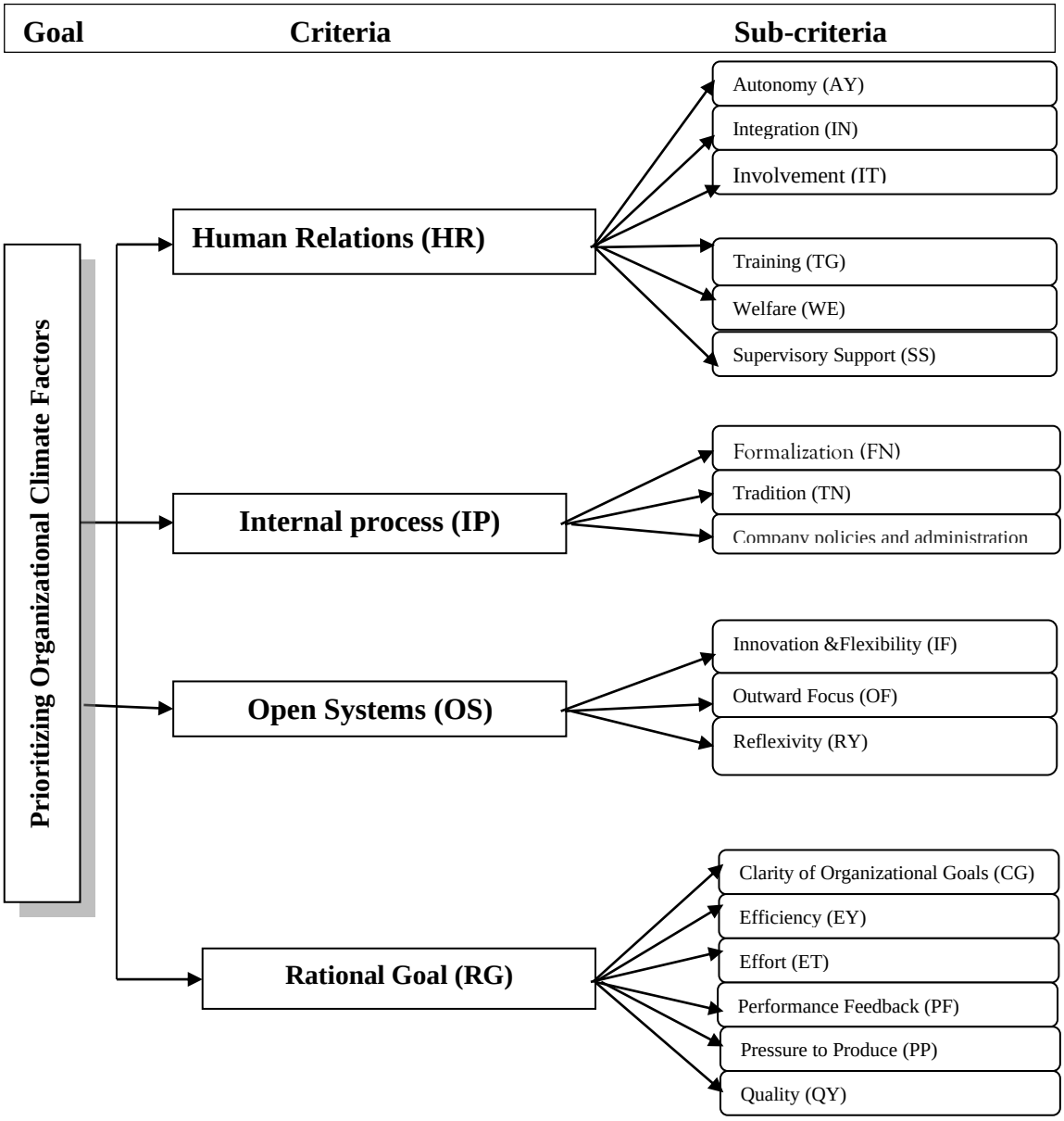

Figure 1: AHP structure of Organizational climate

3. Method

The researchers have collected data through the survey method using a structured questionnaire, which was found to be reliable and comfortable (Durdyev and Ismail, 2016). The designed research instrument contains four factors with 22 sub-factors, which were identified through the analysis of literature reviews. To verify the validity and clarity of the questions, structured interviews were held with almost four

Administrative officers were select who have almost 12 to 15 years of experience, skill to manage and direct the complexities of a modern patient care facility hospitals, moreover, all the hospital were giving treatment for the COVID patients in Chennai India to validate the recognized factors of OC. A similar kind of method has already been adopted in various research studies previously by few scholars in different contexts (Durdyev et al. 2016; Lessing et al., 2017). The content validation of the research instrument was verified by conducting the pilot study (Durdyev et al., 2016) before the survey instrument was circulated to the prospective respondents. In this research study, the researchers have used Analytical Hierarchy Process (AHP) model or approach, where a 9-point assessment system was adopted, for prioritization of OC factors. AHP is a worldwide accepted tool for decision support that is most commonly used in the construction, manufacturing industries, and healthcare sectors. The hierarchical structure shows the problem at the top level and the next level is criteria and sub-criteria. In this research, the first level is to prioritize OC factors. The second, criteria and third level is sub-criteria.

4. Findings and Discussions

4.1 Analytical Hierarchy Process (AHP) Analysis

Saaty (1980) developed AHP technique to examine the multi-criteria (i.e., multiple factors) decision-making problems in different areas such as manufacturing, hospitals, Telecom, Corporate enterprise, Internet shopping mall, production system, automobile purchase model, project management, etc.(Akbar Jan, and Subramani, 2016; Rostamzadeh and Sofian, 2009; Rostamzadeh and Sofian, 2011).

In the current study, Saaty (1980)'s 9- Point pairwise comparison scale (1- Equally preferred, 2- Equally to moderately, 3- Moderately preferred, 4- Moderately to strongly, 5- Strongly preferred, 6- Strongly to very Strongly, 7- Very Strongly preferred, 8- Very Strongly to extremely, and 9- Extremely preferred) was used to evaluate the criteria and sub-criteria of OC. Table 2 summarizes the average RI, pair-wise comparison matrix, and weighted sum value of four criteria.

The below-mentioned steps could be performed either manually or automatically using AHP software.
Expert Choice:

1. Develop the pair-wise comparison matrix as shown in table 2.
2. Compute the priority vector for a specific criterion namely.
3. Determine the CR value.
4. Compute λ_{max}
5. Determine the CI
6. Choose a relevant value of the random CR; and
7. Verifying the consistency of the pair-wise comparison matrix to validate the consistency of the decision-makers judgments.

Table 2: Average RI, pair-wise comparison matrix, and weighted sum value of four-criteria

Average random consistency (RI)										
Size of Matrix	1	2	3	4	5	6	7	8	9	10
Random Consistency	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49
Pair-wise comparison matrix for four criteria										
Factors	HR			IP			OS	RG		
HR	1.0000			2.0710			2.0710	1.0000		
IP	0.4829			1.0000			0.7700	1.0000		
OS	0.4829			1.2897			1.0000	1.0000		
RG	1.0000			1.0000			1.0000	1.0000		
Weighted sum value for four criteria										
Factors	HR	IP		OS			RG	Weighted Sum Value		
HR	0.3502	0.3925		0.4459			0.2450	1.4336		
IP	0.1691	0.1895		0.1658			0.2450	0.7694		
OS	0.1691	0.2461		0.2153			0.2450	0.8755		
RG	0.3502	0.1895		0.2153			0.2450	1.0000		

Source: Author's findings

The analysis focuses on criteria and sub-criteria which are explained in the below section. Synthesizing pairwise comparison matrix was constructed using the value from table 3. For example, dividing 1 by 2.9658 results in a value of 0.3372 and it is shown in the above table.

Table3: Synthesized matrix of four criteria

Synthesized matrix of Human Relations							
HR	AY	IN	IT	SS	TG	WE	Priority Vector
AY	1.0000	1.0000	2.7770	2.7770	5.0000	2.7800	0.3097
IN	1.0000	1.0000	0.0777	0.5634	2.5550	1.0000	0.1527
IT	0.3601	1.2858	1.0000	0.3333	1.3571	1.0000	0.1085
SS	0.3600	1.7749	3.0003	1.0000	2.5000	5.0000	0.2354
TG	0.2000	0.3914	0.7369	0.4000	1.0000	50000	0.1122
WE	0.3597	1.0000	1.0000	0.2000	0.2000	1.0000	0.0816
						∑=	1
Synthesized matrix of Internal Process							
IP	FN		TN		CPA		Priority Vector
FN	1.0000		6.3333		6.3333		0.7572
TN	0.1579		1.0000		0.7037		0.1073
CPA	0.1579		1.4211		1.0000		0.1356
						∑=	1
Synthesized matrix of Open Systems							
OS	IF		OF		RY		Priority Vector (PV)
IF	1.0000		3.6666		3.6666		0.6440
OF	0.2727		1.0000		0.7037		0.1573
RY	0.2727		1.4211		1.0000		0.1987
						∑=	1
Synthesized matrix of Rational Goals							
RG	CG	EY	ET	PF	PP	QY	Priority Vector
CG	1.0000	1.0000	2.7770	2.7777	1.0000	2.7800	0.2700
EY	1.0000	1.0000	0.7777	0.5634	2.5550	1.0000	0.1628
ET	0.3601	1.2858	1.0000	0.3333	1.3571	1.0000	0.1205
PF	0.3600	1.7749	3.0003	1.0000	2.5000	1.0000	0.2075
PP	1.0000	0.3914	0.7369	0.4000	1.0000	1.0000	0.1143
QY	0.3597	1.0000	1.0000	1.0000	1.0000	1.0000	0.1250
						∑=	1
Synthesized matrix for all four criteria							
Factors	HR	IP	OS	RG	Priority Vector (PV)		Ranking
HR	0.3372	0.3857	0.4278	0.2500	0.3502		1
IP	0.1628	0.1862	0.1591	0.2500	0.1895		2
OS	0.1628	0.2419	0.2066	0.2500	0.2153		3
RG	0.3372	0.1862	0.2066	0.2500	0.2450		4
				∑=	1		

Source: Author's findings

The value of the priority vector is computed by dividing the summation of rows by the number of criteria i.e., 1.4007/4 = 0.3502.

λmax = (4.0940 + 4.0596 + 4.0663 + 4.0817)/ 4

λmax = 4.0754

Then, the CI is computed as mentioned below:

$CI = \frac{\lambda max - n}{n-1} = \frac{4.0754-4}{4-1}$

CI= 0.025132,

The value of CI should be less than or equal to 0.1, if it is more than 0.1 then the panel is essential to restrict the comparison matrix and also verify the consistency of the design matrix for all the sub-criteria.

Now, the CR is considered using the suitable value of the RI. According to table 2, RI = 0.9 So the CR is

$$CR=\frac{CI}{RI}$$

$$CR=\frac{0.025132}{0.9} = 0.027924$$

CR= 0.027924 < 0.1 OK (Acceptable)

According to the standard rule value of CR should be less than 0.1. In this case, value of CR 0.027 which is less than 0.1 (CR= 0. 027924 < 0.1).

Similarly, we have applied the same procedure to obtain sub-criteria weight value and results show in Table 3.

λ_{max}= 6.66, CI= 0.12, RI= 1.24, CR= 0.0967 < 0.1 OK.

λ_{max}= 3.0138, CI= 0.006893, RI= 0.58, CR= 0.011885 < 0.1 OK.

λ_{max}= 6.5601, CI= 0.1120, RI= 1.24, CR= 0.0933 < 0.1 OK.

Table 4: Global weight of the OC criteria and sub-criteria

Main Criteria	Main Criteria Weight	Sub-criteria	CR	Ratio wt.	Final weight	Rank
Human Relation	0.35016832	AY	0.0930	0.309667	0.1084354	1
		IN		0.152725	0.0534795	3
		IT		0.108478	0.0379856	5
		SS		0.235404	0.0824312	2
		TG		0.112154	0.0392728	4
		WE		0.081572	0.0285638	6
Internal Process	0.18952539	FN	0.0419	0.757154	0.1434999	1
		TN		0.107262	0.0203289	3
		CPA		0.135584	0.0256965	2
Open System	0.215309894	IF	0.0118	0.644037	0.1386675	1
		OF		0.157258	0.0338593	3
		RY		0.198705	0.0427831	2
Rational Goal	0.244996393	CG	0.0903	0.27	0.066149	1
		EY		0.1628	0.0398854	3
		ET		0.1205	0.0295221	5
		PF		0.2075	0.0508368	2
		PP		0.1143	0.0280031	6
		QY		0.125	0.0306245	4

Source: Author's findings

The outcome of the research results in managerial implications. The suggested assessment framework recommends that managers in hospitals must essentially judiciously examine all dimensions of flexibility before instigating workplace flexibility.

Our paper showed the decision-making method for understanding OC factors using the AHP method. Table 4 shows the main criteria weightage of OC factors and it also provides the weightage of the sub-criteria. The results show that human relation criteria (0.3502) are the most important OC factor followed by the internal process (0.2450), open system (0.2153), and rational goal (0.1895). From the analysis, it is clear that human relation criteria have gained the top ranking followed by internal process, open system, and rational goal.

First, among the sub-criteria of human relations, autonomy (0.1084) is the most important sub-criteria followed by supervisory support (0.0824), integration (0.0379), training (0.0392), integration (0.0534), and welfare (0.0285). The results suggest that human relation criteria should provide more focus on autonomy whereas an emphasis on welfare has got least weighted. Second, among the sub-criteria of internal process, formalization (0.1435) is the most important sub-criteria followed by company policies and administration (0.0257), and tradition (0.0203). The results suggest that internal processes in hospitals should provide more focus on the formalization process because the AHP model has indicated the least weightage for the traditional system of internal processes. Third, among the sub-criteria of open systems, innovation & flexibility (0.1387) is the most important sub-criteria followed by reflexivity (0.0428), and outward focus (0.0339). The results suggest that open systems criteria should provide more focus on innovation & flexibility in companies, whereas outward focus has got the least weightage according to the model. Last, among the sub-criteria of rational goal, clarity of organizational goal (0.0661) is the most important sub-criteria followed by performance feedback (0.0508), efficiency (0.0399), quality (0.0306), and effort (0.0295), and pressure to produce (0.0280).

Our paper showed the decision-making method for understanding OC factors using the AHP method. Table 4 shows the main criteria weightage of OC factors and it also provides the weightage of the sub-criteria. The results show that human relation criteria (0.3502) are the most important OC factor followed by the internal process (0.2450), open system (0.2153), and rational goal (0.1895). From the analysis, it is clear that human relation criteria have gained the top ranking followed by internal process, open system, and rational goal.

First, among the sub-criteria of human relations, autonomy (0.1084) is the most important sub-criteria followed by supervisory support (0.0824), integration (0.0379), training (0.0392), integration (0.0534), and welfare (0.0285). The results suggest that human relation criteria should provide more focus on autonomy whereas an emphasis on welfare has got least weighted. Second, among the sub-criteria of internal process, formalization (0.1435) is the most important sub-criteria followed by company policies and administration (0.0257), and tradition (0.0203). The results suggest that internal processes in hospitals should provide more focus on the formalization process because the AHP model has indicated the least weightage for the traditional system of internal processes. Third, among the sub-criteria of open systems, innovation & flexibility (0.1387) is the most important sub-criteria followed by reflexivity (0.0428), and outward focus (0.0339). The results suggest that open systems criteria should provide more focus on innovation & flexibility in companies, whereas outward focus has got the least weightage according to the model. Last,

among the sub-criteria of rational goal, clarity of organizational goal (0.0661) is the most important sub-criteria followed by performance feedback (0.0508), efficiency (0.0399), quality (0.0306), and effort (0.0295), and pressure to produce (0.0280).

5. Conclusion

The Covid-19 pandemic helps us to realize that we live in a highly multifarious and capricious world. The organizations, particularly hospitals, face a lot of challenges in the last year, because of the sudden flood of Covid-19 patients in different levels of severity, hence the front line workers in the hospitals are expected to manage new normal with more work pressure, lack of an adequate number of healthcare workers, increased working hours, giving hope to the patients and their family members in larger level, the continuous wearing of PPE kit and mask for long hours, cope up with latest changes in treatment procedure because of virus mutations and technology advancements, lack of adequate supply of medicines and oxygen cylinders, not able to meet and/or spending time with their beloved ones, feeling of the high level of threat to their life and their family members, etc. Hence this study is the need of the hour to provide a supportive OC to the healthcare workers to enhance their job satisfaction, morale, and commitment during the Covid-19 pandemic.

The results suggest that in the Covid-19 context, hospitals need to focus most on human relations by emphasizing the healthcare staff's and frontline worker's physical, psychological, emotional, and social well-being; safety, work conditions, supervisory/leadership support, training to cope up with job demands and care and concern given to them during the crisis period. Further, internal processes need to be streamlined and managed to provide a safe and supportive work atmosphere. Also, there needs to be employee-friendly policies and practices amidst the pandemic period, so that employees and their dependents are supported in several ways in case of any emergency in their personal life, as a result of occupational or health threat.

The research makes a valuable contribution to the literature by adopting AHP, the decision-making tool, and applying it in the area of Human Resource Management and organizational behavior to facilitate an efficient model comprising of critical key factors of an effective OC in hospitals.

REFERENCES

Akbar Jan, N., and Subramani, A.K. (2016), "Impact of Employees' work related attitude on employees' performance in Cement Industries at Trichy using Regression model approach", Asian Journal of Social Sciences and Humanities, Vol. 6, No. 4, pp.440-448.

Asha, C.S., and Jyothi, P. (2013), "Internal Branding: A Determining Element of Organizational Citizenship Behavior", The Journal for Contemporary Management Research, (CECMAR). Vol. 7, No 1, pp.1-27.

Asha, B.R., and Jyothi, P. (2011), "Internal Branding-Exploring the Employee Perspective", Journal of Economic Development, Management, IT, Finance & Marketing, Vol. 3, No. 2, pp.1-27.

Asha, B.R. (2018), "Employee Well-being through Internal Branding: An Integrated Approach for Achieving Employee-based Brand Outcomes", Global Business Review, Vol. 21, No. 3, pp.1-22.

Asha, B.R. (2020), "Impact of Internal Branding on Employee Engagement: An Empirical Study Conducted among Medical Staff's Brand Supporting Behavior in Indian Hospitals", Indian Journal of Public Health Research & Development, Vol. 11, No 3, pp.942-947.

Asha, B.R. (2020), "Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity", South Asian Journal of Business Studies, Vol. 10, No. 2, pp.203-226.

Claude, R. (2018), "Organizational Factors and Competitiveness: A Case Study of Medium and Large Manufacturing Enterprises in Rwanda", Journal of Business & Financial Affairs, Vol. 7, No. 4, pp.1-11.

Davidson, M.C.G. (2000), Organizational climate and its influence on performance. Unpublished doctoral dissertation, Griffith University, Brisbane, Queensland.

Durdyev, S., and Ismail, S. (2016), "On-site construction productivity in Malaysian infrastructure projects", Structural Survey, Vol. 34, No. (4/5), pp.446–462.

Ghanbari, S., and Eskandari, A. (2016), "Organizational climate, job motivation and organizational citizenship behaviour", International Journal of Management Perspective, Vol. 1, No. 3, pp.1–14.

Irene, A.B., Samuel, K., and Mary, S. (2014), "Organizational Climate a Tool for Achieving Employees Job Satisfaction in Ghanaian Manufacturing Firms", International Journal of Academic Research in Business and Social Sciences,Vol. 4, No. 9, pp.166-177.

Kumar-Bamel, U., Rangnekar, S., Stokes, P., and Rastogi, R. (2013), "Organizational climate and managerial effectiveness: An Indian perspective", International Journal of Organizational Analysis, Vol. 21, No. 2, pp.198–218.

Lessing, B., Thurnell, D. and Durdyev, S. (2017), "Main factors causing delays in large construction projects: evidence from New Zealand", Journal of Management, Economics, and Industrial Organization, Vol. 1, No. 2, pp. 63-82.

Lichtenthaler, W.P., and Fischbach, A. (2016), "Job crafting and motivation to continue working beyond retirement age", Career Development International, Vol. 21, No. 5, pp.477–497.

Litwin, G., and Stringer, R.J. (1968): Motivation and organizational climate, Harvard University Press: Boston.

Maamari, B.E., and Majdalani, J.F. (2017), "Emotional intelligence, leadership style and organizational climate", International Journal of Organizational Analysis, Vol. 25, No. 2, pp.327–345.

Maja, R., and Tjasa, S. (2021), "Organizational climate components and their impact on work engagement

of employees In medium-sized organizations", Economic Research-EkonomskaIstrazivanja, Vol. 34, No. 1, pp.775-806.

Massoud, M., Weiming, M., and Wing-Keung, W. (2018), "Organizational climate and work style: The missing links for sustainability of leadership and satisfied employees", Sustainability, Vol. 11, No. 1, pp.1-25.

Muchinsky, P.M. (1976), "An assessment of the Litwin and Stringer organizational climate questionnaire: An empirical theoretical extension of the Simms and LaFollette study", Personnel Psychology, Vol. 29, No. 3, pp.371-392.

Muhammad, S., Zheng, J. L., and Narina, P. (2018), "The Role of Organizational Climate and Its Impact on Industrial Turnover", Human Resource Management Research, Vol. 8, No. 1, pp. 14-21.

Nauta, A., and Sanders, K. (2000), "Interdepartmental negotiation behavior in manufacturing organizations", The International Journal of Conflict Management, Vol. 11, No.2, pp.135- 161.

Nirmalraj, A., Subramani, A.K., Akbar Jan, N., and SaravanaMaheshan, S. (2016), " Examining the interrelationship among Organizational Justice (OJ), Organizational Climate (OC) and Organizational Citizenship Behavior (OCB) with respect to Telecommunication industries in Chennai", International Journal of Economic Research, Vol. 13, No. 4, pp. 1945-1962.

Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, S., Robinson, D.L., and Wallace, A.M. (2005), "Validating the organization climate measure: Links to managerial practices, productivity and innovation", Journal of Organizational Behavior, Vol. 26, No. 2, pp.379-408.

Peruzzo, H.E., Silva, E.S., Batista, V.C., Haddad, M.C.F.L., Peres, A.M., and Marcon, S.S. (2019), "Organizational climate and teamwork at the Family Health Strategy", RevistaBrasileira de Enfermagem, Vol. 72, No. 3, pp.721-737.

Rafferty, T.J. (2003), "School Climate and Teacher's Attitude Towards Upward Communication in Secondary Schools, American Secondary Education (Jl), Browling Green State University & Ohio Association of Secondary School Administration, Vol. 31, No. 2, pp.49-70.

Ravishankar, K., Batcha, H.M., Venkateswaran, P.M., and Subramani, A.K. (2016), " Exploring the Linkage between Organizational Climate to Job Satisfaction, Culture, Commitment and Performance", Asian Journal of Research in Social Sciences And Humanities, Vol. 6, No. 4, pp.296-305.

Rostamzadeh, R., and Sofian, S.B. (2009), "Prioritizing effective 7Ms to improve production systems performance by using AHP technique", International Review of Business Research Papers, Vol. 5, No. 3, pp.257-277.

Rostamzadeh, R., and Sofian, S. (2011), "Prioritizing effective 7Ms to improve production systems performance using fuzzy AHP and fuzzy TOPSIS (case study)", Expert Systems with Applications, Vol. 38, No.5, pp.5166-5177.

Rozman, M., Tominc, P., and Milfelner, B. (2020), "A comparative study using two SEM techniques on different samples sizes for determining factors of older employee's motivation and satisfaction", Sustainability, Vol. 12, No. 6, pp.2189–2115.

Rozman, M., Treven, S., Mulej, M., and Cancer, V. (2019), "Creating a healthy working environment for older employees as part of social responsibility", Kybernetes, Vol. 48, No. 5, pp.1045–1059.

Saaty, T.L. (1990), "How to make a decision: the analytic hierarchy process", European journal of operational research, Vol. 48, No. 1, pp.9-26.

Saaty, T.L. (1980): TheAnalytic Hierarchy Process, New York: McGraw Hill. International, RWS Publications: Pittsburgh.

Saeed, B.B., Afsar, B., Shahjehan, A., and Shah, S.I. (2019), "Does transformational leadership foster innovative work behavior? The roles of psychological empowerment, intrinsic motivation, and creative process engagement", Economic Research-EkonomskaIstra_zivanja, Vol. 32, No. 1, pp.254–281.

Santos, I.A.M., Barriga, G.D.C., Jugend, D., and Cauchick-Miguel, P.A. (2019), "Organizational factors influencing project success: an assessment in the automotive industry", Production, Vol. 29, Vol. 5, pp.1-13.

Schneider, B. (1990), The climate for service: An application of the climate construct, Organizational climate and culture (pp. 383-412). San Francisco: JosseyBass.

Selvaraju, P., Subramani, A.K., Akbar Jan, N., and Mohan, C. (2017), "The Starring Role of Demographic Variables on Discernment of Organizational Climate in Information Technology Industries in Chennai City", International Journal of Economic Research, Vol. 14, No. 8, pp.419-436.

Shuck, B., Adelson, J.L., and Reio, T.G. (2017), "The Employee Engagement Scale: Initial Evidence for Construct Validity and Implications for Theory and Practice", Human Resource Management, Vol. 56, No. 6, pp.953–977.

Subramani, A.K., Akbar Jan, N., Mamta, G., and Vinodh, N. (2015), "Impact of Organizational Climate on Organization Citizenship Behavior with respect to automotive industries at Ambattur Industrial Estate, Chennai", International Journal of Applied Business and Economic Research, Vol. 13, No. 8, pp.97-114.

Subramani, A.K., Akbar Jan, N., MoideenBatcha, H., and Vinodh, N. (2016), "Use of structural equation modelling to empirically study the impact of Organizational climate on employees' work related attitude in Information Technology organizations in Chennai city", Indian Journal of Science and Technology, Vol. 9, No. 1, pp.1-8.

Subramani, A.K., and Akbar Jan, N. (2011), "Organizational Climate Changes in IT Industry", Shodh, ShamikshaAurMulyankan, Vol. III, No. 28, pp.40-41.

Subramani, A.K., and Panneerselvam, S. (2012), "Organizational Climate' in the International conference (Anveshana) on Prospects and challenges of service sector in Indian economy in Sri Sankara Arts and Science College on 12th October 2012, pp.140-143.

Subramani, A.K., and Panneerselvam, S. (2014), "Organizational Climate in Information Technology (IT) Companies With Special Reference to Chennai City-A Study", International Global Research for Analysis, Vol. 3, No. 7, pp.178-180.

Tadesse, G.G. (2018), "The Role of Organizational Climate in Determining Academicians' Organizational Loyalty", Journal of Economics, Management and Trade,Vol. 21, No. 11, pp.1-12.

Wienand, U., Cinotti, R., and Bisagni, M. (2007), "Evaluating the organizational climate in Italian public healthcare institutions by means of a questionnaire", BMC Health Service Research, Vol 4, No. 7, pp.73.

Yousef, A., and Abu, H. (2016), "Using Analytical Hierarchy Process (AHP) to Build Suppliers' Selection Model", International Journal of Academic Research in Business and Social Sciences, Vol. 6, No. 12, pp: 772-787.

Zigan, K., Macfarlane, F., and Desombre, T. (2008), "Intangible resources as performance drivers in European hospitals", International Journal of Productivity and Performance Management, Vol. 57, No. 1, pp.57–71.