

A Study of Organizational Climate Perceived by the Employees of a Cooperative Dairy

Dr. Harish Shukla*
Aditi Pareta**

*1 Professor, MBA, Shri Vaishnav Instt. of Tech. & Sc., Gram Baroli, Indore-Sanwer Road, Post Alwasa, Indore, (M.P.)

**MBA, Shri Vaishnav Instt. of Tech. & Sc., Gram Baroli, Indore-Sanwer Road, Post Alwasa, Indore, (M.P.)

Abstract

Growth of an organization depends on its effective and efficient employees. In the same way the growth of employees also depends on healthy organizational climate prevailing in the organization. The quality of Organizational climate affects the overall performance of employees. Positive climate is an indicator of positive attitude of top level, middle level as well as lower level of an FMCG company. Emphasis on positive is an utmost requirement of such a company. The present study is an attempt to find out the type of Organizational climate presently prevailing in Indore Sahakari Dugdh Sangh. The researchers have also made an attempt to find out the difference in the perception of employees regarding organizational climate on the basis of certain demographic details such as gender, level, educational qualification, experience, age, and income. Data was collected from 100 employees of employees from different levels of management using questionnaire. The data was analyzed using several statistical tools such as mean, standard deviation, t test. The results reveal that there is significant difference in the perception of organizational climate by male employees and female employees. Male employees perceive climate of their organization in a better way than that of their counterparts. Lower level employees perceive climate of their organization in a better way than that of their counterparts. The present level of job satisfaction of the employees is found unsatisfactory.

Keywords:

Organizational Climate, Job Satisfaction, Performance, Perception

Introduction

Competent employees are the greatest assets of any organization. The proficiency of employees plays a vital role in the context of the diverse challenges faced by the modern organizations. Just as it is possible to determine the climate of a place through parameters developed by modern sciences, it is possible to determine the climate of an organization through parameters developed by behavioral scientists. Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior Approaches to defining organization climate. Organizational climate is a very important factor to be considered while studying and analyzing organizations because it has a profound influence on the outlook, well-being and attitudes of organizational members and thus on their well-being. Organisational climate is comprised of mixture of norms, values, expectations, policies, procedures that influence

work motivation, commitment, and ultimately, individual and work-unit performance. Positive climates encourage, while negative climates inhibit discretionary effort. 'Organisational climate' refers to the quality of working environment. Organizational climate is one of the most important aspects in the organization that enable the growth of employees as well as organization. The present work is based on the study of organizational climate from the perception of the employees of Indore Sahakari Dugdh Sangh.

Indore Sahakari Dugdh Sangh Maryadit

An ISO 9001:2000 Certified Organization, Indore Sahakari Dugdh Sangh was established on December 1977. Its registration number is B.P.L./H./O./157/ Dated 9-12-1977. ISDS's working area include Indore, Dewas, Dhar, Jhabua, Khargon, Badwani, Khandwa, Burhanpur and Alirajpur. It is an ISO 9001:2000 certified organization. Other branches of Sahakari Dugdh Sangh are: Bhopal Sahakari Dugdh Sangh, Ujjain Sahakari Dugdh Sangh, Gwalior Sahakari Dugdh Sangh, Jabalpur Sahakari Dugdh Sangh, Raipur Sahakari Dugdh Sangh (C.G.) ISDS products include: Sanchi milk, Sanchi ghee, Flavored milk, Sneha ghee, Rabri, Milk powder, Biomagic curd, Paneer, Lassi, Shrikhand, Sanchi butter, Sneha butter, Sanchi peda.

Objectives of Indore Sahakari Dugdh Sangh

1. Collection of milk in mornings and evenings of superior quality on co-operative basis. To give the providers appropriate price of milk.
2. To increase the production of milk through technical investment programmer.
3. Formation of Dairy Co-operative Society.
4. Storing and using milk as a resource of standard quality and preparing milk and its products and providing these in urban areas at suitable prices.
5. Establishing co-ordination between the manufacturer and consumer.

Rationale

Fast Moving Consumer Goods, like other sectors, has become one of the highly competitive sectors in India. It is the fourth largest sector in India. Fast Moving Consumer Goods (FMCG) are popularly named as consumer packaged goods. Items in this category include all consumables (other than groceries/pulses) people buy at regular intervals. The most common in this list are packaged foodstuff, toilet soaps, detergents, shampoos, toothpaste, shaving products, shoe polish and household accessories and extends to certain electronic goods. These items are meant for daily or frequent consumption and have good return. FMCG sector is no doubt registering an uptrend in growth. According to CNBC, FMCG sector growth story will continue because of the positive budget. Nevertheless, there some barriers to the growth of the sector. Indirect taxes constitute no less than 35% of the total cost of consumer products- the highest in Asia. Last year, Finance Minister proposed to introduce an integrated Goods and Service Tax. This is an exceptionally good move because the growth of consumption, production, and employment is directly proportionate to reduction in indirect taxes. Though there various factors that contribute to the competitive advantage

to an organization and also they contribute to the total progress of an organization, job satisfaction is the most important element in the progress of a service organization in particular. Today the world is a globalize village, and so we cannot meet the challenges without a healthy organizational climate. Therefore it becomes very much important to understand the organizational climate. The topic has been taken for the research purpose because a little work has been one to measure organizational climate.

Conceptual Framework

Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior.

There are two difficulties in defining organization climate: how to define climate, and how to measure it effectively on different levels of analysis. Furthermore, there are several approaches to the concept of climate. Two in particular have received substantial patronage: the cognitive schema approach and the shared perception approach. The cognitive schema approach regards the concept of climate as an individual perception and cognitive representation of the work environment. From this perspective climate assessments should be conducted at an individual level. The shared perception approach emphasizes the importance of shared perceptions as underpinning the notion of climate. Organizational climate has also been defined as "the shared perception of the way things are around here". There is great deal of overlap in the two approaches.

Review of Literature

In the study by Jeyapragash and Rani Chandrika (2013) the determinants organisational policy, employee remuneration, employee motivation, employee interpersonal relation and work environment are getting the top rating. Employee fringe benefits, employee participation in management, safety and health of the employee, employee welfare facilities and job satisfaction get the medium rating. Performance appraisal, image of your bank, training and development, employee grievance handling and trade union get the low rating. Fenwick Feng Jin, Gayle C. Avery, Harald Bergsteiner (2011) found that Supportive climates tend to be associated with higher organizational performance (i.e. financial performance, staff satisfaction, customer satisfaction) in small retail pharmacies, and may reduce staff turnover. Alessandro Ancarani, Carmela Di Mauro, Maria D. Giammanco Italy (2011) found that different climates impact on patient satisfaction in a different way. Evidence was found that a human relation climate augments patient satisfaction. The findings by Jamal A. Nazari, Irene M. Herremans, Robert G. Isaac, Armond Manassian, Theresa J.B. Kline, (2011) suggest that both culture and climate play significant roles in developing management systems for IC. In addition, for country, when organizational climate improves, Middle Eastern respondents perceived an even greater improvement in IC management systems compared to their Canadian counterparts. Patil Sunil Subhash, (2010) found that HRD dimensions are agreed by all the employees within the factory. It is obvious that different HRD sub climates prevail at different levels that predominantly occupy the minds of top level employees for being maintained at perfect/excellent level. Least bothers the lower level employees; this of course is the result of the

huge difference in their respective work environment. On the whole these employee expectations from the factory are in no way outlandish or farfetched but merely reflect mundane aspirations that can be reasonably fulfilled in a work setting. Birgit Shuns, Marc van Veldhoven, Stephen Wood, (2009) suggested that organizational climate has shown to predict job satisfaction and other employee attitudes. Using the concept of organizational climate, strength has shown mixed success. However, diversity in psychological climate at the individual level has not been explored. They aimed to introduce a new individual-level concept: relative psychological climate paper. Empirical Research on Organizational Climate for Innovation, Extrinsic Motivation and Employee Innovation (2009) by Rui Sun Naijing Wang suggested that Organizational Climate for innovation, extrinsic motivation, positively contribute to employee innovation behavior, extrinsic motivation mediate the relationship Between Organizational Climate for innovation and employee innovation behavior. Victoria Bellou, Andreas I. Andronikidis Greece (2009) resulted that efficiency, reflexivity, innovation and flexibility, supervisory support and quality were among the most prominent characteristics affected by organizational climate, whereas outward focus and pressure to produce were least affected. Moreover, the only differences revealed between managerial and non-managerial employees were in the areas of involvement and efficiency. Sarah L. Wright (2005) investigates the relationship between organizational climate, social support, and loneliness in the workplace. Regression analyses presented support for predicted links between community spirit at work, a climate of fear in an organization, work-based support from co-workers and supervisors, and loneliness at work. The results support the hypothesis that a negative emotional climate and lack of collegial support adversely influences the experience of loneliness in workers. The results suggest that addressing interpersonal problems in the workplace and improving the psychological work environment within an organization may enhance the social and emotional well-being of employees. Michael C.G. Davidson, (2003) examines organizational climate and organizational culture within a hotel industry framework. An argument is put forward that there is a causal link between good organizational climate and the level of service quality in a hotel. Organizational climate is also examined within the service quality framework to explore the effects of its integration into quality initiatives. A conceptual model of organizational climate and service quality and performance is presented that provides an explanation of the linkage between organizational culture, organizational climate, service quality, customer satisfaction and hotel performance. Joseph Wallace (1999) reviews the management literature on culture, and demonstrates close parallels with research and writings on organizational climate and values. He then reports the findings from an empirical investigation into the relationship between the organizational culture, climate, and managerial values of a large Australian public sector agency. Findings indicate a strong link between specific organizational climate items and a number of managerial values dimensions. Additional relationships between particular dimensions of culture, climate and managerial values are also reported. From this, a hypothesized, predictive model of linkages between the constructs is presented. Ann Marie Ryan, Mark J. Schmit, (1996) suggested that Person—environment (P—E) fit has long been a focus in organizational research. A climate-based measure of P—E Fit was

developed for use in organizational and individual assessment. A series of studies with a Q-sort measure of climate and fit (the Organizational Fit Instrument—OFI) indicated ways in which P—E fit information can be used in organizational development. In addition, the psychometric properties of the OFI assessed in these studies suggested that, despite the impassive nature of the measure, it may provide the organizational development practitioner or researcher with a sound and useful tool. Manorama Srinath, (1993) observed “Organizations are contrived systems of man, yet they take a personality of their own. The uniqueness is due to its climate which is the result of the interaction among several variables. The characteristics of climate are leadership style, communication pattern, decision making, motivational forces, goal-setting process, etc. These organizational factors reflect the personality of the organization and affect employees' performance and attitude. Hence the appropriate climate should be identified which will help the librarian to run the library effectively. Explains about the impact of these variables on personnel management and provides diagrammatic representation of a climate. Minwir M. Al-Shammari, (1992) aims at differentiating organizational climate from other related concepts of job satisfaction, corporate culture and leadership style.

Research Methodology

The study is of exploratory nature. It studies the various aspects that are related to the development of the organization and employees. Various objectives were also determined and tried to achieve. Hypothesis was developed based on them. Total number of sample collected was 100. The sample was collected from the employees of Indore Sahakari Dugdh Sangh. It was based on various factors such as age, gender, experience, qualification, post and salary. Simple random sampling is used in the study. Data collection was used as the tool. Primary data for the study was collected through a structured questionnaire. It is 5 point scale which consists of 25 items. The numbers of items indicate that an in-depth attempt is made to measure the organizational climate. Responses include: - highly satisfied=1, satisfied=2, neither satisfied nor dissatisfied=3, dissatisfied=4, highly dissatisfied=5. T-test was used to test hypothesis at 5% level of significance and achieve the objectives of research.

Objectives

1. To study the variations in the organizational climate as perceived by male and female employees.
2. To study the variations in the organizational climate as perceived by lower level employees and higher level employees.
3. To study the variations in the organizational climate as perceived by graduate and post graduate employees.
4. To study the variations in the organizational climate as perceived by less experienced and more experienced employees.
5. To study the variations in the organizational climate as perceived by young and aged employees.
6. To study the variations in the organizational climate as perceived by lower income and higher income employees.
7. To suggest measures to improve the existing organizational

climate.

Hypotheses

1. There is no significant variation in the organizational climate as perceived by male and female employees.
2. There is no significant variation in the organizational climate as perceived by lower level employees and higher level employees.
3. There is no significant variation in the organizational climate as perceived by graduate and post graduate employees.
4. There is no significant variation in the organizational climate as perceived by less experienced and more experienced employees.
5. There is no significant variation in the organizational climate as perceived by young and aged employees.
6. There is no significant variation in the organizational climate as perceived by lower income and higher income employees.

Limitations & Scope of the Study

1. The area of study is limited to Indore District only.
2. Sample was collected only from the employees of Indore Sahakari Dugdh Sangh.
3. The results are drawn based on the factors age, qualification, and gender, experience, and post and annual income only.
4. Had there been larger sample, greater accuracy could have been added to the results of the study.

Analysis

Table 1.0 exhibits that as the p value (at 5% level of significance) came out to be 0.000 and this value is less than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in the perception of organizational climate by male employees and female employees cannot be accepted. The comparison of mean values of male employees and female employees indicates that male employees perceive climate of their organization in a better way than that of their counterparts. Table 2.0 exhibits that as the p value (at 5% level of significance) came out to be 0.141 and this value is greater than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in the perception of organizational climate by lower level employees and higher level employees can be accepted. The comparison of mean values of lower level employees and higher level employees indicates that lower level employees perceive climate of their organization in a better way than that of their counterparts. Table 3.0 exhibits that as the p value (at 5% level of significance) came out to be 0.057 and this value is greater than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in the perception of organizational climate by graduate and post-graduate employees can be accepted. The comparison of mean values of graduate employees and post-graduate employees indicates that graduate employees perceive climate of their organization in a better way than that of their counterpart. Table 4.0 exhibits that as the p value (at 5% level of significance) came out to be 0.476 and this value is greater than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in perception of organizational climate by employees with more experience with the organization and those

with less experience with the organization can be accepted. Table 5.0 exhibits that as the p value (at 5% level of significance) came out to be 0.459 and this value is greater than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in the perception of organizational climate by the young employees and aged employees can be accepted. Table 6.0 exhibits that as the p value (at 5% level of significance) came out to be 0.707 and this value is greater than ' α ' level of 0.05. Hence the null hypothesis that there is no significant difference in perception of organizational climate by employees with low income and the employees with high income can be accepted.

Conclusion

There is significant difference in the perception of organizational climate by male employees and female employees. The comparison of mean values of male employees and female employees indicates that male employees perceive climate of their organization in a better way than that of their counterparts. This finding is in contradiction to the general notion that female employees are more satisfied than that of male employees. This finding can be understood with the concept of high expectation psychology. There is no significant difference in the perception of organizational climate by lower level employees and higher level employees. The comparison of mean values of lower level employees and higher level employees indicates that lower level employees perceive climate of their organization in a better way than that of their counterparts. This is an interesting finding as the lower level employees do not get better benefits, salary, environment etc. than that of higher level employees. There is no significant difference in the perception of organizational climate by graduate and post-graduate employees. The comparison of mean values of graduate employees and post-graduate employees indicates that graduate employees perceive climate of their organization in a better way than that of their counterparts. It is a general belief that high educated employees have better perception of organizational climate of their organization. There is no significant difference in perception of organizational climate by employees with more experience with the organization and those with less experience with the organization. Employees with more experience with the organization and those with less experience with the organization have almost similar perception. There is no significant difference in the perception of organizational climate by the young employees and aged employees. Both the types of employees have almost similar perception. There is no significant difference in perception of organizational climate by employees with low income and the employees with high income. Perception to the organizational climate by employees with low income and the employees with high income does not vary at all. The overall mean value 1.9 indicates that roles and responsibilities of employees are not so much clear as they ought to be.

The overall mean value 1.78 indicates that the present level of job satisfaction of the employees is not satisfactory. Present skills and abilities of the employees are not being used properly. There is lack of value addition to the work of employees. Cooperation among the employees is found poor. Senior management fails to set high standards of excellence. There is lack of reliability of the information passed by seniors to their subordinates. Feedback by seniors to subordinates is found unsatisfactory. Employees lack latest tools and technology. Employees feel that delivery of

products is unsatisfactory and it is not in time.

Suggestions

Female employees of Sahakari Dugdh Sangh should be provided fair and equal treatment in the organization so that they have positive perception to the organizational climate of their organization. Higher level employees should be provided proper salary, incentives, facilities, working environment etc. so that they have more positive perception to their organization. They can have better commitment to their work and organization. It should be ensured that the post graduate employees have better perception to the organizational climate of the Sangh. Their educational qualification should be properly recognized and rewarded. It should be given the due weightage in case of promotion and in other areas of organization. Roles and responsibilities of employees should be clear so that conflicts can be avoided. Job satisfaction of the employees should be increased. Present skills and abilities of the employees should be used properly. Employees should feel that their work is important and this can add value to their work. Cooperation among the employees should be increased by motivating them to work in teams. Joint responsibilities inculcate feeling of cooperation and consultation among the employees. Senior management should set realistic standards of performance so that they can be achieved by the employees. Effective MIS should be developed in the organization so that the communication between superiors and subordinates can be improved for organizational effectiveness. Effective HRIS can be very helpful in this regards. Transparency in the Feedback system should be used so that senior- subordinate relationship is healthy. Use of latest tools and technology is an unavoidable reality of business world. The organization should adopt new tools and technology to achieve standard performance and objectives. The delivery of dairy products should be fast so that customers do not feel any discomfort. Customer satisfaction should be given the highest priority.

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Appendix

Table 1.0

Group Statistics					
	GENDER	N	Mean	Std. Deviation	Std. Error Mean
Observations	Male	80	2.102	.3972	.0444
	Female	20	1.756	.2441	.0546

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Observations	Equal variances assumed	2.400	.125	3.721	98	.000	.346	.0931	.1617	.5313
	Equal variances not assumed			4.924	47.474	.000	.346	.0704	.2050	.4880

Table 2.0

Group Statistics

	LEVEL	N	Mean	Std. Deviation	Std. Error Mean
Observations	Lower Level Employees	79	2.063	.3552	.0400
	Higher Level Employees	21	1.920	.5168	.1128

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Observations	Equal variances assumed	6.948	.010	1.483	98	.141	.143	.0966	-.0485	.3350
	Equal variances not assumed			1.198	28.236	.242	.143	.1186	-.1030	.3896

Table 3.0

Group Statistics

	EDUCATION	N	Mean	Std. Deviation	Std. Error Mean
Observations	Graduate	55	2.068	.4074	.0549
	Post Graduate	27	1.880	.4327	.0833

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Observations	Equal variances assumed	.359	.551	1.928	80	.057	.188	.0977	-.0061	.3828
	Equal variances not assumed			1.888	49.060	.065	.188	.0998	-.0121	.3868

Table 4.0

Group Statistics					
	EXPERIENCE	N	Mean	Std. Deviation	Std. Error Mean
Observations	Less Experienced Employees	37	2.070	.3844	.0632
	More Experienced Employees	63	2.011	.4040	.0509

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Observations	Equal variances assumed	1.310	.255	.716	98	.476	.059	.0822		-.1043	.2220
	Equal variances not assumed			.725	76.641	.471	.059	.0811		-.1027	.2204

Table 5.0

Group Statistics

	AGE	N	Mean	Std. Deviation	Std. Error Mean
Observations	Young Employees	32	2.076	.4078	.0721
	Aged Employees	68	2.013	.3916	.0475

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Observations	Equal variances assumed	.228	.634	.744	98	.459	.063	.0851		-.1055	.2321
	Equal variances not assumed			.733	58.634	.466	.063	.0863		-.1095	.2361

Table 6.0

Group Statistics

	SALARY	N	Mean	Std. Deviation	Std. Error Mean
Observations	Lower Income Employees	67	2.023	.3478	.0425
	Higher Income Employees	33	2.055	.4846	.0844

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Observations	Equal variances assumed	6.196	.014	-.377	98	.707	-.032	.0846		-.1997	.1360
	Equal variances not assumed			-.337	48.767	.737	-.032	.0845		-.2217	.1580