

# ORGANIZATIONAL CLIMATE

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**Abstract:** The effects of organizational climate, leadership style and emotional intelligence on the quality of work life were investigated in this study. The participants were two hundred and fifty bank workers drawn from selected commercial banks within Ibadan metropolis. Three research questions and hypotheses were raised in the study. Four valid and standardized instruments were administered on the participants.

**Keywords:** Quality of work life, Organizational climate

## INTRODUCTION

Organizational climate is one of the most important concepts. The term organization refers that ‘rational co-ordination of the activities of a number of people for the achievement of same explicit purpose of goal, through the division of labor and function, and through a hierarchy of authority and responsibility – Schein’. The term climate refers to an internal environment or atmosphere of the organization.

Organizational climate is a measurement of the health in an organization. All organization theoreticians and researchers unanimously agree that a sound climate is extremely important for the ultimate achievement of the organizational goals. The important aspects to study about the organizational climate under the following factors such as, psychological, sociological, political, managerial, behavioral and organizational etc., Organizational climate not only deals with a single factor but also a wide area and a collection of factors.

Organizational climate, through abstract in concept, is normally associated with job performance, job satisfaction and morale of the employees. Climate is a commonly experienced phenomenon and often referred to by many expressions as atmosphere, environment and culture etc.

## Definition of organization climate

Every organization has some characteristics that are common with any other organization. At the same time, each organization has its unique set of characteristics and properties. The psychological structure of organization and their sub unit is usually referred to as organizational culture.

For a Layman culture is a commonly experience phenomenon and many word like climate, atmosphere, environment and milieu are often used interchangeably culture have operationalized in terms of “organization climate”. A couple of formal definitions of organization climate are given below:

Organization climate is a relatively enduring quality of the internal environment of an organization that is experienced by the member, influences their behavior and can be described in terms of the values of a particular set of characteristics of the organization.

(Renato Taiguri, 1968)

## Review of Literature

Soleimani et al.,(2009) , paid to examine the organizational culture with establishment of total quality management in schools in Semnan province. Researchers found that all the components of organizational culture with establishment total quality management in schools in Semnan province is a significant relationship.

Soleimani(2011), defines culture as spirit and social energy of organization, which can to move, forward the organization or to prevent it from moving, this potential is due to the effect that organizational culture has on employee behaviour. Any type of change in the organization has serious dependency of the organization culture.

Ms.R.Devi, Dr.D.Venkatarama(2013), defines that Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization; it precedes the notion of organizational culture. 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 behaviour.

## Analysis and interpretation

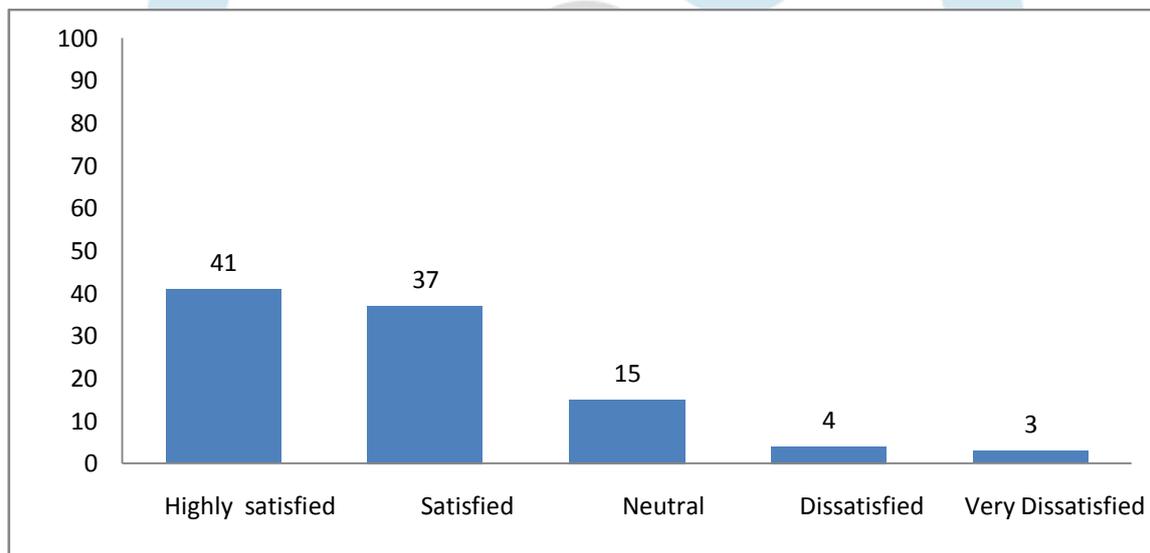
### Interpersonal Relationship with Other Workers

Options	No of respondents	Percentage
Highly satisfied	41	41
Satisfied	37	37
Neutral	15	15
Dissatisfied	4	4
Very Dissatisfied	3	3
Total	100	100

Source: primary data Inference

It is inferred from the above table that 41% of the respondents are highly satisfied, 37% of the respondents are satisfied, 15% of the respondents are Neutral, 4% of the respondents are Dissatisfied, 3% of the respondents are highly Dissatisfied.

### Interpersonal Relationship with Other Workers



### Age \* interpersonal relationship with other workers Cross tabulation

		interpersonal relationship with other workers					Total
		Highly dissatisfied	dissatisfied	Neutral	satisfied	Highly satisfied	
Age 18-25	Count	1	4	0	8	14	27
	Expected Count	.8	1.1	4.0	10.0	11.1	27.0
26-35	Count	0	0	12	25	24	61
	Expected Count	1.8	2.4	9.2	22.6	25.0	61.0
36-45	Count	2	0	0	0	0	2
	Expected Count	.1	.1	.3	.7	.8	2.0
Above 45	Count	0	0	3	4	3	10
	Expected Count	.3	.4	1.5	3.7	4.1	10.0
Total	Count	3	4	15	37	41	100
	Expected Count	3.0	4.0	15.0	37.0	41.0	100.0

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	85.808 <sup>a</sup>	12	.000
Likelihood Ratio	40.493	12	.000
Linear-by-Linear Association	1.072	1	.300
N of Valid Cases	100		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .06.

**Characteristics of organization climate****I. Warmth and adequacy of planning**

Warmth relates to a climate marked by the feeling of general fellowship, lays stress on being well-linked and on existence of friendly and informal social groups. They have a work place that provided them with utmost degree of social satisfaction.

Adequacy of planning refers to the extent to which plans are considered adequate to accomplish objectives, work situations.

**II. Risk and identity**

The term 'risk' refers to the feeling of the risk and challenges involved in the company in general and job in particular and lay stress on taking a calculated risk. Therefore, they tended to identify themselves completely with the company and their jobs

**III. Intimacy**

It refers to the individual's feeling of enjoying friendly and social relationships without necessarily having an accompanying feeling of sense of task accomplishment.

**Factors of organization climate**

Researchers on organization climate have used data relative to individual perception of organization properties in identifying organization climate. Even in this context, there is a great amount of diversity.

For example,

Litwin and stringer have includes six factors with affect organizational climate. There are (i) organization structure perception of the extent of organizational constraints, rules and regulations; (ii) individual responsibility-feelings of autonomy of being one's boss; (iii) Rewards-feeling related to being confident of adequate appropriate rewards; (iv) Risk and risk-taking perceptions of the degree of challenge and risk in the work situation; (v) Warmth and support-feelings of general good fellowship and helpfulness prevailing in the work settings; (vi)Tolerance and conflict-degree of confidence that the climate can tolerate different opinions.

Taguirihas identified factors in organizational climate on the basic of information provided by managers. There are: (i) practices relating to providing a sense of direction or purpose of their jobs-setting of objectives, planning and feedback; (ii) opportunities for exercising individual initiative; (iii) working with a superior who is highly competitive and competent; (iv) working with co-operative and pleasant people; (v) being with a profit-minded and sales-oriented company.

Similarly Kahn el al has identified five factors which affect individual performance in an organization.

**Participation of organizational climate****1. Mental and Emotional Involvement.**

Perhaps the basic feature of participative system is mental and emotional involvement which emphasizes humanization of administrative system. The involvement is psychological rather than physical. A person who participates is ego involvement instead of task involved.

**2. Acceptance of Responsibility**

A second characteristic of participation is that it encourages people to accept responsibility. Since people have active participation indecision making, they are both decision maker and executors.

**3. Motivation to contribute**

A third feature of participation is their motivates persons to contribute to the situation. They are given opportunities to release their own resources of initiative and creativity towards the objectives if the organization.

### **Dimensional of organizational climate**

1. Dominant orientation

Dominant orientation of the organization is an important determinant of climate and it is the major concern of its members.

2. Inter-personal relationship

The Inter-personal relationships in the organizations are reflected in the way informal groups are formed and operated.

3. Conflict management

In the organization, there can always be inter-group as well as inter group conflict.

4. Individual autonomy

The individual employees are given sufficient freedom to work and exercises authority, It will result in efficiency in operations.

5. Organizational control system

The control system of the organization can be either rigid or flexible.

6. Organizational structure

The Organizational structure serves the basis of inter persona relations between superiors and subordinates.

7. Task oriented or relations oriented management

The dominant style of managers will also affect the organizational climate.

8. Rewards and punishments

The system of rewards and punishments is also an important component of organizational climate if the reward system is directly related to performance and productivity, there will be an atmosphere of competition among the employees.

9. Communication

The communication system of the organization will also affect the organizational climate.

10. Risk taking

How members respond to risk and whose help is sought in situations involving risk are important in any organization.

### **Scope of the study**

This study mainly attempts to explain about organizational climate at land mark corporation private limited. This study enable the management to private good environment and creates good climates to work for employees and also this well help the company to improve the working condition of the employees in the organization.

### **Conclusion**

The entire study of the organization climate of Landmark Corporation reveals that a good, congenial and cordial organization climate exists in the organization. The main reason for the high organization climate is the mutual relationship exists among the management and staff. The suggestions given are only the recommendation and if they are given serious consideration by the management certainly the performance of staff will improve and the landmark corporation will become a standard organization for the others to benchmark.

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