



STUDY ON LITERATURE REVIEW OF ORGANIZATIONAL CLIMATE IN CONTEXT OF INDIAN AND INTERNATIONAL PERSPECTIVES

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Abstract:

Having a healthier Organizational climate is the absolute necessity of any organization. It is a set of elements of an organization as per the beliefs of its employees. So organizational climate plays a vital role in determining how its employees behave in their organizations. Climate defines rights and wrongs and dos and don'ts for each organizational individual. Employees' perception towards their organization reflects in organizational productivity at a greater extent, it can also be seen in employees' commitment towards their tasks, improved performance, reduced turnover and greater job satisfaction. There are many studies available on organizational climate. Both Indian as well as Foreign authors has investigated the perceptions of employees about their organizations. This paper includes the viewpoint of different Indian and International authors regarding Organizational climate's dimensions on the execution of organizational practices.

Keywords: Organization, Organizational Climate, Indian Perspective, International Perspective

INTRODUCTION:

The organization's improvement can't take place except if an ideal climate is made at the top which reaches out down through each dimension of association. The formation of an appropriate organizational climate is an absolute necessity for the accomplishment of any improvement program. Organizational climate is seen as the frame of mind of all individuals from the association towards it. Organizational climate influences authoritative setting, hierarchical structure, organizational procedure, physical environment, frameworks, values and standards. In general "Organizational climate" is implied the surroundings or conditions wherein the administration controls the advancement and development of the employees at all dimensions via preparing, guiding, delegation and correspondence.

There are enormous studies and research investigations are available on organizational climate and its different components. Many Indian and Foreign authors have contributed in this aspect of an organization. In this paper, researchers have assessed both Indian and Foreign studies available on organizational climate, and worked on to investigate their perspectives identified with this.



CONCEPT OF ORGANIZATIONAL CLIMATE:

Organisational climate can be viewed as an elucidating idea that reflects the normal view and understanding of all individuals with respect to the different components of the Organization, for example, structure, frameworks and practices (**McMurray, 2003**).

Organisational climate as an idea, its role and value in organization and its effect on different authoritative results have been contemplated for more than 50 years. Organizations that can make surroundings that representatives see to be considerate and in which they can accomplish their maximum capacity are viewed as a key wellspring of upper hand (**Brown and Leigh, 1996**). Organisational climate can in this manner be viewed as a key variable in effective organizations.

Garg and Rastogi (2006) characterize the idea as a "feeling" that is the consequence of the physical design of the Organization, the manner by which members communicate with each other and how they maintain other authoritative individuals or outsiders.

INDIAN PERSPECTIVE:

Habibulla and Sinha (1980) in their examination entitled "Motivational Climate and Leadership Styles" considered 390 BHEL executives and utilized Pareek's Motivational Climate Questionnaire. It quantifies six elements of perceived organizational climate – the accomplishment direction of the association, its mastery or master control direction, augmentation, connection, reliance and control. It was discovered that accomplishment, expert power and expansion were positively inter correlated and affiliation, dependency, control were also positively inter correlated. The investigation likewise raised the likelihood to the presence of multiple organization climates, particularly in enormous mechanically and fundamentally separated association like BHEL.

Sinha (1983) in a study entitled "Organizational Climate and Leadership Style" has visualized organizational climate and authority style to be commonly intelligent factors, which is influenced by the authoritative structure and procedures which thusly influence work disposition, item and so forth he additionally asserted that organisational atmosphere was a solid determinant of leadership style than the other way around while organisational structure was not identified with either, while organisational procedures were identified with both. Organizational climate appears to have a solid association with occupation frame of mind than leadership style.

Sharma and Sunderajan (1983) in their study entitled "Organisational Climate as a determinant of supervisory management relations in India" have seen that the various parts of Organisational Climate were unevenly formed in the associations. Specifically, perceived participativeness of the management was generally low, while perceived wellbeing and security was moderately high.

Sharma (1987) in a study entitled "The effects of organisational climate on job satisfaction, sense of participation, role stress and alienation in private sector and public sector" found that the private sector and the public sector varied significantly on the dominant climates and there was significant correlation between the climate variable and role stress variables.

V.S.R. Vijay Kumar (2009) in his study entitled "Management Styles, Work Values and Organizational Climate" purports to investigate the forces within the organizational context that help to shape favorable climate perceptions among its employees. Review of relevant literature in this area suggests management style and employees' work



related beliefs and values as important variables contribute in shaping climate perceptions. Relationship between these variables is tested using structural equation model, treating management style as independent, work. Related beliefs and values as intervening, and organizational climate perceptions as dependent variables. Estimated model, which is different from proposed model, shows the direct effects of directive and participative style and intervening effects of the work related beliefs and values in shaping up of climate perceptions. While directive style results in unfavorable climate perceptions, diversity tolerance and individual orientation moderate by reducing the unfavourableness of climate perceptions. Participative style shapes favorable perception and its effects are enhanced by diversity tolerance and team orientation.

Vergheese M., Singh P., Verma – 2010, investigated “The relationship between organizational climate and customer orientation”, with the sample of 500 employees in private and public sector banks, and they arrived on the conclusion that organizational climate gets established with sound customer orientation. Higher client direction is particularly basic for structure a sound organizational climate.

JeevanJyoti – 2013, in her research titled “Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model”, discovered that, organizational climate underpins joint effort which expands work fulfillment of the representatives and, Clear, arranged objectives and destinations infuse component of conviction to work duties, which decrease job vagueness.

Dr. P. Ganapathi, Dr. K. Premkumar, K. Mayakkannan – 2019, in their study titled, “A Study on an Empirical Evaluation on Organisational Climate of Salem Steel Plant in Salem District”, discovered that, Organizational climate incorporates a blend of qualities, desires, standards, strategies and techniques that impact responsibility, work inspiration and in the end, individual and work unit execution. Positive climate bolsters, while negative atmospheres hinders optional exertion. The better organizational climate might be guaranteed through administrative approach measures and execution can be improved by permitting controlled atmospheres instead of shut atmospheres in steel plant. Organizational climate have direct impact on execution of organization since it is the impact of blend of frames of mind and practices and view of workers towards the activity and association, this is the arrangement of an assortment of measurements of climate which create positive representatives mentality and recognition.

INTERNATIONAL PERSPECTIVE:

Schneider and Barlett(1968, 1970) in their study entitled “Individual differences and organisational climate I: The research plan and questionnaire development” and “Individual differences and organisational climate II: Measurement of organisational climate by the multilayer matrix” respectively, see organizational climate as perceptual just as an individual property. Climate in this methodology is seen as outline or worldwide discernment held by people about their hierarchical condition. The workplace scale created by Moos in 1994 includes some of them. It incorporates different wide measurements like Involvement, Co-specialist, Cohesion, Supervisor Support, Autonomy, Task Orientation, Work Pressure, Clarity, Managerial Control, Innovation, Physical Comfort and others. The rundown view of the considerable number of people taken together mirror a communication among individual and authoritative qualities, where the person by structures climate recognitions. The examination



essentially attempts to comprehend the association based on individual property approach.

Mathis Schulte, Cheri Ostroff, Angelo J. Kinicki – 2006, have conducted a research study, titled, Organizational climate systems and psychological climate perceptions: A cross-level study of climate-satisfaction relationships, this investigation has checked both individual dimension climate recognitions and organizational climate are related with occupational satisfaction and furthermore inspected the general climate of an association, The outcomes propose that the general climate in a work unit has some effect on individual dispositions, in the wake of representing people's eccentric view of the atmosphere.

Liew Chai Hong and SharanKaur (June 2008)in their study entitled “Organizational Climate, Employee Personality and Intention to Leave” meant to look at the connection between organizational climate, representative personality and their aim to leave an association in the Malaysian setting. Four organizational climate measurements were picked for this examination, for example structure, obligation, rewards and support. Strength and friendliness were the character measurements picked and its directing impacts were on the connection between organizational climate and goal to leave. Study results uncovered that organizational climate has a huge relationship with workers' aim to leave. All the four hierarchical climate measurements had huge negative connections with workers' aim to leave. In the interim, both the strength and sociability characters were found fundamentally directing the connection between organizational climate and workers' expectation to leave.

Peter, K., Gordon, D., & Williams, S. (2010) in their study entitled “Organisational Climate and Corporate Performance: An empirical investigation” intend to add to this talk by looking at the degree to which "above" and "below" normal performing organizations likewise display distinctive climate estimations. A study was directed on an example of electronic part makers, as a dawn industry in a development stage, and hosiery and knitwear producers, as a sunset industry, in decrease. Thus, sub-tests of organizations that performed above or beneath normal for every one of these parts were chosen. Climate measurement estimations gathered from staff of the example organizations were broke down against corporate execution estimations. The outcomes demonstrated a steady relationship among atmosphere and execution. Freely of segment, organizations performing better than expected demonstrated higher qualities on climate measurements than those performing underneath normal.

CONCLUSION:

- To conclude, organizational climate is a dynamic wonder that may discharge, channel, encourage or oblige the organizations specialized or Human Resources. This dynamic marvel can be characterized as being basically social and relational, which affects the worker's feeling of contribution with the specialized job that needs to be done. It is a regulating structure of frames of mind and social principles which give a premise to translating the interpreting and go about as a wellspring of weight for coordinating action. In both the perspectives there are certain dimensions which has significant impact on the perceptions of employees. These dimensions are working conditions, clarity of organizational goals, welfare, training measures,



reflexivity, flexibility, pressure to produce, autonomy etc. all these dimensions are commonly affects in both indian as well as international organizations. It is significant for an organization to have these practices in a positive framework to create a healthier climate in an organization. There is a saying 'when the employees are happy, the organization is happy.' So it is important to find out that what makes your employees satisfied and engaged with the organization most, working on improving organizational climate will also improve the productivity of the organization.

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