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The Factors in Organisation Climate

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Abstract

Organizational culture is described as a complicated set of beliefs, values, behaviors and arte facts

Organizational culture became a more frequent topic in the early 1980s.These factors can be divided into internal (individual) and external factors. This paper concentrates on external factors, factors of organizational culture and climate.

This review considers factors influencing relationships on an employee and employer level (micro-level) as well as the effectiveness and performance of the organization as a whole (macro-level). The organizational climate plays hereby a central role as a determinant of the organizational behaviour and success.

My objective was to identify the success and to find a link between the organizational structure, leadership and the success factors which contribute to the improvement of the basic factors.

The study of the climate of an organisation is necessary for an insight into important dimensions such as communication, cooperation, creativity, employee satisfaction, morale, etc. All these factors determine the effectiveness of the organisation. Organisation is likely to be more effective if there is two-way communication and employees are cooperative and have better perception of the organisation. Organisational climate and job satisfaction are distinct but related constructs, and both appear to influence employees' understanding of the work environment and their level of job satisfaction. Organisational climate in particular is constantly challenged by changes impacting organisations today. Organisational climate is a meaningful construct with significant implications for understanding human behaviour in organisations.

Research Purpose: The objective of this study was to explore the relationship between organisational climate and job satisfaction to determine whether employees' perceptions of the work environment influence their level of job satisfaction. To identify the factors that influence organisational climate

Key Words: non-formal and informal learning, workplace learning, organizational culture and climate, learning environment

Organisation has become modern and a complex entity. Every organisation is operated in terms of a set of policies and norms. The management of an organisation must satisfy various needs of the employees, through action such as allocation of resources, rewards and punishment, pattern of communication, mode of decision making, style of leadership, and so on. An organisation influences the feelings, attitudes and behaviours of its members. In the course of

time, such actions by the management acquire an enduring quality and result in creating unique organisational culture (or) climate.

An exploration of the relationship between organizational culture and effectiveness pre supposes a comprehensive presentation of the dynamics of organizational life, capturing not only the areas of apparent agreements and harmony, but also conflicts, ambiguities, and the areas of fluidities which might underlie subtle expressions of harmony and unity.

The unique advantage of the three perspective framework is that it has the potential to capture consistency, inconsistency, and ambiguity contemporaneously and this is achieved by analyzing organizational life from integration, differentiation, and fragmentation perspectives. The integration perspective presents the widely shared aspects of culture; the differentiation perspective documents the conflicts and dissent; and the fragmentation perspective captures the ambiguities, ironies, and contradiction.

Cultural realization is the process of making values tangible in organizational life by transforming expectations or values into tangible reality (proactive realization) and sustaining or changing values through the arte facts (retroactive realization).

Managing human resources in organizations requires understanding of the influence of both the internal and external environments of organizations. The internal environment is represented by its internal work culture, whereas the external environment is represented by the enterprise or institutional culture as well as the socio-cultural environment

Organisations that are able to create environments that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage. Organisational climate can therefore be regarded as a key variable in successful organisations.

Organizational climate or environment in the enterprise is based on the perception of the enterprise by employees. It is characterized by the 'relationships between people and organization and relations of super ordination and subordination. They are determined by mutual influence of targets, formal structures, processes and behaviour of people.

Organisational Climate is subsumed indications of the subjective reactions of organisational participants to their work life. Organisational climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the bottom line will want to stay in the organisation and will want to continue pouring their effort into their work to the benefit of the organisation. The organizational climate is the main variable able to link organizational and individual behavioural phenomena.

The theoretical connections among the following micro and macro dimensions to unify inter and intra-organizational relationship analysis within a single framework: (i) organizational climate, (ii) human resource management, (iii) psychological contract, (iv) KSAs (Knowledge, Skills and Abilities) and (v) sustainable relationships.

Organization focuses on and emphasizes:

- Innovation

- Flexibility
- Appreciation and recognition
- Concern for employee well-being
- Learning and development
- Citizenship and ethics
- Quality performance
- Involvement and empowerment
- Leadership

When climate is conducive to the needs of individuals, we would expect goal directed behaviour to be high. The ultimate behaviour or outcomes are determined by the interaction of individuals needs and perceived organisational environment. The feedback regarding resulting level of performance contributes not only to the climate of the particular work environment, but also to possible changes in managerial policies and practices. Thus, climate has an important influence on performance and satisfaction of the employees. If the climate is favourable, there would be greater organisational effectiveness. Work environment or climate perception of employees has significant consequences for both individuals and organizational. Climate or atmosphere in workplace has impact on employee's motivation, behaviour, attitudes and potentials, which, in turn is predicted to influence organizational productivity.

Organizational climate is defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization more related to atmosphere and values. Organizational climate researches can be traced back to the 1930s. Since then, many studies conducted to date have been dealt with issues such as the definition of the organizational climate, measurement and dimensions of this concept.

Organizational climate refers to the durable features of an organizational environment that is experienced by its members, that influences their behaviours and attitudes. Employees' perceptions of their organization's climate can influence their tendencies to behave positively, negatively or ethically. Individual and organizational factors are known to influence the behaviour and attitudes of the employees

The characteristics of organisation climate are as follows:

• Climate is generally considered to be a molar construct that can change over time.

• It is perceived by and shared among organisational members, which can result in consensus among individuals.

• It consists of global impressions of the organisation that members form through interacting with each other and organisational policies, structures and processes.

• Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them.

• The climate construct is multidimensional.

• It refers to the 'feeling of an organisation'.

• Climate can potentially influence an individual's behaviour.

Organisational climate has a long history in industrial and organisational psychology and organisational behaviour. However, Kurt Lewin was the first researcher to study the concept and argued that behaviour is a function of the person and the environment (Litwin & Stringer, 1968).

Organisational climate, Good climate Vs Bad climate, the conceptual development, distinction between culture and climate, dimensions of organisational climate, factors in Organisational climate, factors affecting organisational climate, impact of organisational climate, balancing organisational climate, some issues of organisational climate, quality of work life in general.

'Good' Climate has been linked to desirable out comes such as:

> 1. Job Satisfaction, 2. Confidence in Management, 3. Affective Commitment   4. Intention to Quit, 5. Emotional Exhaustion, 6. Faith in Organisation, 7. Performance

'Bad' Climate has been linked to:

> 1. Turnover, 2. Stress, 3. Sickness, 4. Poor performance, 5. Error Rate, 6. Wastage, 7. Accidents

Research Objectives:

1. Analyze the values of the organizational culture
2. Outline the aspects regarding employee's satisfaction
3. Research on the socio-professional climate at the workplace;
4. Identify the motivational factors within an organization;
5. Analyze the human resources recruitment, selection and integration
6. Research the development and training activities
7. Analysis of performance assessment activity;
8. Research the payment system and reward forms
9. Outline the social relations within the organization;
10. Identify the manager-subordinate relationship regarding communication and cooperation

The relationship between individuals and their social environments:

$B=f (P, E)$

In which B=Behaviour, P= Person and E= Environment

The norms (accepted patterns of Behaviour), values, and tradition are the three elements constitute the organisational culture.

The appropriateness of particular cultural forms (e.g., hierarchic or militaristic) for modern society has been challenged by several culture studies (e.g., Hirschhorn 1984; Rousseau 1989) concerned with the stress and health-related outcomes of operators (e.g., nuclear power technicians and air traffic controllers) and subsequent risks for the general public.

Organizational climate's factors that influence employees' motivation are:

- **Clarity**: Accuracy in expressing company's mission and values.
- **Standards**: The quality level (a high level) that managers and employees set.
- **Responsibility**: Sense of responsibility towards the organization. Employees are encouraged to take calculated risks.
- **Flexibility**: Employees feel free to innovate, unencumbered by red tape. They are stimulated to come up with better ways to do their jobs.
- **Rewards and Recognition**: Exemplary performance is rewarded; mediocrity is not tolerated.
- **Commitment**: Employees' sense of cooperation to a common purpose.

Organisations like fingerprints and snowflakes are always unique. Each of its own traditions, methods of action and culture, that in there totality comprises its climate for people.

Organisational Climate though abstract in concept, is normally associated with job performance and job satisfaction and morale of the employee's climate. On the other hand, there is organizational culture and climate, which is very important not only for learning and training in companies, but also for work. It is difficult to separate culture and climate and I prefer using both of the terms together with emphasis on interpersonal relationship.

The set of policies, practices, and procedures of the organization are the features that provide the basis for shared perception to emerge. Culture refers to *deeply embedded* values and assumptions, which helps define why things happened .It is influenced by symbolic interpretations of organizational events and artifacts. Climate is an experientially based description of what people see and report happening to them in an organizational situation. It involves employees' perceptions of what the organization is like in terms of practices. The focus is on the situation and its link to the perceptions, feelings, and behaviours of employees.

Organisational climate and organisational culture are similar concepts. Not only do they both describe the experiences of employees and assist us in understanding psychological phenomena in particular organisations but they also provide explanations regarding how organisations influence behaviour, attitudes and the well-being of individuals, why some organisations are more able to adapt to environmental changes and why some organisations are more successful than others.

Job satisfaction can be defined as an affective or emotional reaction that an employee has towards a job that is the result of his or her comparison of actual outcomes with expected or deserved outcomes. Job satisfaction has also been defined in terms of attitudes that individuals have towards their jobs (Weiss, 2002). Schneider and Snyder (1975) define job satisfaction as a personal evaluation of the current conditions of the job or the outcomes that arise as a result of having a job. Sempane, Rieger and Roodt (2002) appear to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job. According to these authors, the individual's perception is influenced by his or her unique circumstances such as needs, values and expectations. Therefore jobs are evaluated by people on the basis of factors that are important to them. Although the definitions of job satisfaction are varied, it is generally considered to be an attitude or feeling that one has about one's job that is either positive or negative.   Job satisfaction can be measured in two ways – namely, facet approach or the global approach.

Factors Influencing Organisational Climate:

1.   Organisational Context: The management philosophy of an organisation will be evident from the goals, policies and functions of the organisation and the manner in which the goals are put into operation. This philosophy of management is expressed by policies, rules, regulations and, of course, by the actions of mangers.

The reaction of the employees and the degree to which they agree within management's philosophy is critical to the development of a favourable climate.

2.   Organisation   Structure: An organisation structure is the framework of authority- responsibility relationships in an organisation. The organisational climate will be inductive to the development of the employees. It would follow a centralized structure.

3. Relationship between superior and subordinates: is the immediate superior who allows (or disallows) the subordinate to participate in decision-making, gives assignments, does performance appraisals, conducts performance reviews, interprets policies, determines pay increments, and decides who has the potential to be promoted. Every manager must consider the likely impact of this style of functioning on the organisational climate.

4. Physical environment: The office decor, office size and the physical space allotted to a person at work (private office or general office) etc. have an important

influence to the development of a favourable attitude towards the job. Noise has also been considered instrumental in influencing the climate of organisation.

5. Values and Norms: Organisation culture is a system of shared values (what is important) and the beliefs (how things work) that interact with a company's people, organisation structures, and control systems to produce behavioural norms (the way we do things).

In summary, organisational climate and job satisfaction are distinct but related constructs (Al-Shammari, 1992; Keuter, Byrne, Voell & Larson, 2000). Organisational climate is focused on organisational/institutional attributes as perceived by organisational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work.

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