

Factors Influencing Organizational Climate: A Review Study

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ABSTRACT

Today, in the competitive era, organizations are facing more challenges than ever before. These challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure and size. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employees' satisfaction resulting to greater productivity and lower turnover rates. The shared perceptions of organizational policies, practices etc. by the employees of concerned organization is known as organizational climate. This paper is based on the reviews of the different authors, in different sectors to study the organizational climate factors influencing the perceptions of the employees. Organizational climate influences the performances of the employees as it has a major impact on the motivation and job satisfaction of the employees. After study of an extensive review the main thing comes out that organizational climate factors are related with several outcomes at different levels.

Keywords: Organizational Climate, Human Resource Practices, Organizational Performance, Satisfaction

INTRODUCTION

just as personality of a person makes him different from others, each organisation has its own climate that clearly distinguish it from other organisations. Basically, the organizational climate is the perception of different employees towards their organisation to which they belongs. Reichers and Schneider (1990) define climate as the "shared perceptions of organizational policies, practices, and procedures, both formal and informal". This perception serves as a major force in influencing their behavior practices.

According to Bowen and Ostroff (2004) organizational climate is the shared perception of what the organization is like in terms of practices, policies, procedures, routines and rewards, based on shared perceptions of organizational members. Organizational climate has an important influence on organizational outcomes. For ex. Litwin and Stringer's (1968) Organizational Climate Description (Questionnaire, which contains nine subscores (structure, responsibility, reward, risk, warmth, support, standards, conflict, and identity), was used to evaluate the work environment Therefore, it is of great importance to know what factors influence organizational climate.

Why organizational climate?

To analyze an organization, climate of that organization is also a studying or considerable factor as it has great influence on the perspective, welfare and outlooks of the humans and consequently, on their total performance or production which affects the behaviour of the humans.

"Never doubt that a small group of capable and committed people can ever change the world, infact it is the only thing that ever did". This quotation clears that the achievement of firm goals depends on an atmosphere of commitment and cooperation for its employees through policies created by an organization.

- The quality and outcomes of services generally depends on the relationship and interactions between service providers and service recipients.
- Links between organizational characteristics and outcomes are also important to social welfare administration.

To study the important climate factors of an organization like salary, communication, employees satisfaction, working condition, relationship etc. is necessary for the effectiveness of an organization. Organization is likely to be more effective if all the important factors are in favor i.e. better communication, cordial relationship and have better perception about the organization. Employees of such organization feel committed to the organization and satisfied with their job resulting higher productivity. If organization's climate is positive there would be higher productivity.

Objective of the study: The objective of the paper is to review the organizational climate factors that are to be considered to know the perception of the employees of the concerned organization.

Methodology of the study: This research paper is based on the reviews of different persons, authors about to find out the various factors influencing the organizational climate. Thus, basically it is a review research paper.

Organizational Climate Factors

Sr. No.	Year	Sector	Author	Title	Factors
1	2015	Public Universities	Ayenew Birbirs, Zerihun; Singh Jha, Profshankar K; Muleta, Geremew; Jemal, Sabit; Gelashe, Uki; Issa, Ibrahim	The Organizational Climate Factors that could Predict the Job Satisfaction of Academic staff of Central and Western Ethiopia Public Universities	Coworker Relationship, Working Condition, Organizational Commitment and Leadership and Management
2	2014	State Universities	Singh, Harjit	Organizational Climate : A Comparative Study of State Universities of Haryana	OCTAPACE Profile: Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimenting
3	2014	Management Institutes	Nisha	Work Performance, Role Stress, Organizational Climate, Organizational Commitment and Job Satisfaction among Teachers: a Comparative Study of selected Management Institutes in Haryana.	Work Environment , Team Work , Management Effectiveness , Involvement , Reward and Recognition and Competency .
4	2013	Healthcare	Torres, Diana Rojas	Organizational Climate for Better Performance in Healthcare	Managerial Tools, Training Opportunities, Communication and Information Processing, Organisations, Management and Leadership, Job Satisfaction
5	2013	Cement Companies	G. Susila	A Study on Organizational Climate of Cement Companies in Ariyalur District	Quadrant Scales: Human Relations Autonomy, Integration, Participation, Supervisory Support, Training, Welfare Open Systems Innovation & Flexibility, Outward Focus, Reflexivity Rational Goal Clarity of Organizational Goals, Efficiency, Effort, Performance Feedback, Pressure to Produce, Quality Internal Process

					Formalization, Tradition
6	2013	Public Sector	Mulatu Takele Babushe	Perceived Human Resource Development Climate and Job Satisfaction in the Public Sector of Ethiopia: An Empirical Study	HRD climate elements: General Climate, OCTAPACE culture and HRD mechanism,
7	2012	District Hospital	Purohit , Bhaskar	Organisational Climate from view point of motivation in district hospital, India	Orienta-tion, Interpersonal Relationships, Supervision, Problem Management, Management of Mistakes, Conflict Manage-ment, Communication, Decision Making, Trust, Manage-ment of Rewards, Risk Taking, and Innovation and Change
8	2012	School Climate	Yusof, Najeemah M	School Climate and Teachers ' Commitment : A Case Study of Malaysia	Collegial leadership, Professional Teacher Behaviour, Achievement press and Institutional Vulnerability towards teacher Commitment .
9	2012	Public and Private Hospitals	Mrs. L.K Rathna	Organizational Climate and Effectiveness: A Comparative study of Hospitals in Public and Private sectors in Guntur District, Andhra Pradesh, India	Environment and Organizational Culture, Job Characteristics, Managerial Policies, Procedures and Autonomy, Inter-Personal Relationships, Team Work, Participative Management, Leadership, Management of Rewards, Recognition and Benefits, Communication, Welfare, Security and Grievance Handling, Training and development, Standardization, Innovation and knowledge, Social values, Mgt. of mistakes, Conflict mgt., Challenge and risk taking, Gender issues
10	2011	Private Universities	ADENIJI, Anthonia Adenike	Organizational Climate and Job Satisfaction among academic staff in some selected private universities in Southwest Nigeria	Administrative style, Supervisor support ,Work load, Feedback, Communication, Salary Package, Promotional Opportunities, Age, Present Experience, General Experience
11	2011	Recruitment Consultants	Ruvarashe Saungweme, and Calvin Gwandure	Organisational Climate and Intent to Leave among Recruitment Consultants in Johannesburg , South Africa	Structure, Responsibility, Rewards, Support, Warmth, Turnover Intention
12	2011	Service Encounters	Heyart, Beth	The role of organizational climate and culture in service encounters	Service Climate Instrument 1. work facilitation scale: computer subscale leadership subscale participation subscale

					training subscale 2. global service climate scale 3. customer orientation scale 4. managerial practices 5. customer feedback Climate Factors: structure, responsibility, reward, risk, warmth, support, standards, conflict, identity
13	2011	BSNL	G. Padmavathy	Study on effectiveness of organizational climate in Bharat Sanchar Nigam Limited(BSNL) Salem	Leadership facilitation and support, Management effectiveness, Organizational support and working environment, Power, conflict and ambiguity, Job variety, challenge and autonomy, Work group cooperation ,Friendliness and warmth, Rewards and Recognition, Creativity and Innovation, Training and Development, Communication, Career opportunity and Grievance Handling mechanism
14	2010	Public and Private Colleges	Raza, Sayd Ahmad	Relationship Between Organizational Climate and performance of teachers in Public and Private colleges of Punjab	Principal behavior aspects (aloofness, production emphasis, thrust and consideration) Teachers behavior aspects (disengagement, hindrance, esprit and intimacy)
15	2010		Zhang, Jianwei; Liu, Yuxin	Organizational Climate and its Effects on Organizational Variables: An Empirical Study	Leadership, Salary, Rules, Promotion, Development, Performance Appraisal, Welfare, Communication

CONCLUSION

Through an extensive review of literature, one thing comes to know that organizational climate factors are related with several outcomes at different levels. It is found that different aspects of climate emerged as important in different studies. Further, review study reveals that in some climate research the level of items has been poorly manufactured. There should be clearly focus on the specific collective unit which corresponds to the climate being studied. Unfortunately, in many studies respondents have not been instructed to focus on a specific organizational unit, but rather to provide descriptions relating to their 'work environments'. In choosing a framework a researcher should clearly identify the measure at different levels so that different aspects of climate can fit properly.

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