

“An ORGANISATIONAL CLIMATE CHANGE-A SPECIFIC STUDY .”

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ABSTRACT : In the present era, organizational climate is the key aspect in every organizational perspective. organizational climate refers to the perceptions of employees about their business environment or internal work setting of their organization’s key aspect is to improve the employee performance within the organization, we know the employee is the most crucial capital that can support the sustainability of the organization. In the new liberalized era, every organization want to be a more productive and efficient for survival, a right kind of working environment will be more Impactful. May not be a part of every organization, but the present study aims at identifying the concept of organizational climate and its change aspects in the specified organizations ICICI and SBI. The study focused on examining the organizational climate in these organizations. It has also gone through the aspects of identifying the level of organizational climate and its influence in SBI and ICICI.

KEY WORDS: Employee performance, business environment, sustainability, crucial capital, organizational climate.

I. INTRODUCTION:

The organization then strives to convert these individual efforts into the achievement of common business goals.as the organization is a Structural framework duties and responsibilities required of personnel in performing various functions with a view to achieve business goals through organization. Management tries to combine various business activities to accomplish predetermined goals.In this competitive era, the unit must run efficiently to stay in a safer zone. Various jobs are to be performed by persons most suitable for them. First of all various activities should be grouped into different functions. The authority and responsibility is fixed at various levels. All efforts should be made to co-ordinate different activities for running the units efficiently so that cost of production may be reduced and profitability of the unit may be increased.“Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.” In the words of Allen, organization is an instrument for achieving organizational goals. The work of each and every person is defined and authority and responsibility is fixed for accomplishing the same.

-Louis Allen.

INTRODUCTION TO ORGANISATIONAL CLIMATE: The concept of organizational climate was formally introduced by the human relationists in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. Organizational climate is also referred to as the “situational determinants” or “environmental determinants” which affect the human behavior. Some persons have used organizational culture and organizational climate interchangeably. But there are some basic differences between these two terms.According to **Bowditch and Boon**, “Organizational culture is connected with the nature of beliefs and expectations about organizational life, while climate is an indicator of whether these beliefs and expectations are being fulfilled.” Climate of an organization is somewhat like the personality of a person.Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Basically, the organizational climate reflects a person’s perception of the organization to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense, can be understood as the social setting of the organization. Climate in natural sense is referred to as the average course or condition of the weather at a place over a period of years as exhibited by temperature, wind, velocity and precipitation.”However, it is quite difficult to define organizational climate incorporating the characteristics of natural climate.

This is so because the most frustrating feature of an attempt to deal with situational variables in a model of management performance is the enormous complexity of the management itself. People have defined

organizational climate on the basis of its potential properties. Organizational climate can be defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and experiences which describe the organization in terms of both static characteristics (such as degree of autonomy) and behavior outcome and outcome- outcome contingencies.”

- CAMPBELL

ORGANISATIONALCLIMATECHANGE: Change is inevitable for any organization or for an Individual. To be in this competitive era, organizations require change, but changes should be positive and strive towards growth of the organization. Generally organizational change is relating to the changes in organizations strategies, processes, procedures, technologies, and culture, as well as the effect of such changes in the organization.

REASONS BEHIND AN ORGANISATIONAL CHANGE : Overcoming resistance to changes is often one of the biggest challenges for continuous improvement practitioners. Organizations change for a number of different reasons, so they can either react to these reasons or be ahead of them. These reasons include

Crisis: In many organizations, it may be the primary reason to have a change. To be in the competitive world, some organizations need to accept the reason to survive in the market.

Performance Gaps: To reach the organizational goals and objectives, for being satisfied in terms of organizational growth and progress, changes are one set of thing which organization considers. Changes are required to close these gaps.

New-Technology: As a part of change, technology is one thing, which organizations needs to consider to make most efficient utilization of resources and methods in the organization.

Reaction to Internal &External Pressure: To be in this competitive era, most of the times organizations need to be more responsive to the pressures both internally and externally. As a part of change organizations need to manage these aspects also to have success in the change aspects.

Mergers & Acquisitions: In many organizations changes will come with mergers and acquisitions. Having different systems in the organization will definitely requires a change to lead the organization in a more appropriate and successful manner. Because two organizations need to correlate with many more new systems in the organization.

- **Change for the Sake of Change :** In many organizations changes doesn't require any reason, they will be implemented in a very normal manner. Because in the organizations sometimes want to have a newness will itself a reason behind a change..
- **Planned Abandonment:** To uplift the organization from loses and from downward ness, sometimes change in the organization will support to lead the organization into future. This Will help the organization to accept new opportunities, and have a better planning structure to overcome the threats

CHANGEMANAGEMENT: Change management is a collective term for all approaches to prepare, support and help individuals, teams, and organizations in making organizational change.The most common change drivers include: technological evolution, process reviews, crisis, and consumer habit changes; pressure from new business entrants, acquisitions, mergers, and organizational restructuring. It includes methods that redirect or redefine the use of resources, business process, budget allocations, or other modes of operation that significantly change a company or organization.Organizational change management (OCM) considers the full organization and what needs to change,^[2]while change management may be used solely to refer to how people and teams are affected by such organizational transition. It deals with many different disciplines, from behavioral and social sciences

NEED FOR THE STUDY:The Organizational climate is itself defined as the climate /environment within an organization. The work environment in an organization shows very much impact in the success of overall

organization. As the organizational climate is important ,change which implies positive change for success of organization is important.so the study is important in terms of:

- Employee retention
- Job satisfaction for employees
- Employee behavior
- Well being and readiness for creativity
- Scope for growth and development.

SCOPE OF THE STUDY:

As we defined its importance it as very much widened/broadened scope for the organization success too, the scope is in terms of

- More possibility for creativity/innovation
- Better improvement in terms of employees /organization
- Enhanced work culture
- Longer period sustainability of organization

II. REVIEW OF LITERATURE

1.In a review of studies investigating organizational climate and employees' performance, the study of **Ozie (2016)**,The research study found that the organization have a higher impact regarding organizational climate on performance of the employees and satisfaction of the job in the organization.

2.**Mishra et al. (2015)**.The research study analyzed was based on the measures organizational commitment and job involvement. The study went in public sector undertaking organization and it was found that

- organizational commitment was found to be predicted by participative management, pay and job content;
- participative management, communication and career opportunity were emerged as potent determinant of job involvement,
- none of demographic variables of employees emerged as critical predictor of organizational commitment and job involvement.

3.**Khan and Zafar (2014)** The study conducted was done by identifying the impact of four organizational variables, viz. teamwork, training, rewards and communication and four demographical variables, viz. age, tenure, gender and marital status on overall organizational commitment and its three components affective, continuance and normative commitment. The analysis reveals that in those commercial banks there was:

- (i) overall organizational commitment was being predicted by teamwork, rewards and current work experience;
- (ii) affective commitment was found to be predicted by reward, team work and current work experience;
- (iii) continuance commitment was being predicted by teamwork only and (d) teamwork and training opportunities helped to predict normative commitment.

Sharma et al. (2013) : The study conducted was focused on exploring predictors of organizational commitment among 507 managers working in a multinational organization. The study reveals that it was predicted with an involvement of six factors such as work ethics, communication, job content, recognition, training and development and objectivity. It showed that there was a maximum variation in the commitment level of mangers in those six factor analysis.

5.**Abdullah and Ramey (2012)** The study was conducted by relating work environment, pay satisfaction, job security, participation in decision making and organizational commitment. The study was conducted among managerial and non-managerial level in the bank. The study revealed the facts there was a significant relationship between the variables in correlation with organizational commitment.

6.**Suliman and Obeidi (2011)** The study focused on identifying the impact of organizational climate on employee turnover and its relative elements like opportunities for innovation, organizational justice, decision-making policy and performance. the facts shown that there is a significant relationship on employee turnover with organizational climate and its elements.

7.**Mohapatra and Sharma (2010)** The study was conducted by taking organizational commitment as one of the measure in analyzing the relationship between dimensions of organizational climate and personal attributes of

the employees and organizational commitment in the traditional public sector organization. The analysis showed that there is a numerous variation among the managerial level of employees in all the variables considered.

8.Gupta (2009) The study conducted to examine the relationship of affective and continuance commitment. The sample was taken from the managers of the manufacturing organization's study revealed the facts that:

- (i) recognition and novelty the dimensions of innovative support climate negatively predicted affective commitment but creativity and barriers positively predicted the affective commitment whereas procedural fairness predicted affective commitment,
- (ii) the continuance commitment was found to be negatively predicted by recognition and procedural fairness but it was positively predicted by creativity and barrier.

OBJECTIVES OF THE STUDY:

- ❖ To examine the organizational climate conditions in SBI and ICICI
- ❖ TO know the degree of organizational climate influence on the officers of SBI and ICICI
- ❖ To assess the level of organizational climate on the functioning of SBI and ICICI.

RESEARCH AMPLIFICATIONS: The study is been conducted with only minimum number of employees in both the banks. It is been observed that through the analysis, employees are at satisfied levels in both the banks. The analysis revealed the facts that

Factors determined	SATISFACTORY LEVEL AT SBI(30 EMPLOYEES)	SATISFACTORY LEVEL AT ICICI(32 EMPLOYEES)
Organizational Environment	85.2%	75.3%
Superior-Subordinate relationship	80.13%	80%
Support for the Growth/Development	80.47%	78.68%
Work/ Role clarity	95.3%	89.3%
Co-ordination and support	90.15%	84.36%
Structure and Responsibility	94.37%	85.3%

FINDINGS OF THE STUDY: The research study reveals that there is a high impact and there is satisfactory level of employees in SBI than in ICICI. The Determined factors may not reveals complete facts as the research is confined to only limited employees.

III. CONCLUSION:

Organizational climate is one major element which influences employee satisfactory levels and also the organizational growth. To manage the people and organization effectively it is necessary that every organization need to think and redesign according to the requirements to maintain on par basis.