A Study on the Organizational Climate with Respect to Software Companies, Bangalore

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1. Introduction

The word climate is an experienced phenomenon and often refers to many expressions as environment and culture. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. It helps us to know about a person's career growth and career development. The culture of the Organization is concerned with how employees see their organization. Does it encourage team work? Does it reward innovation? Does it initiative? It represents a common perception held by organizations members. It refers to the set of assumptions beliefs values that are shared among its members. If become premature by its tendency to attract and retain people who fit its values and beliefs.

Organizational climate is a relatively enduring quality of the internal environment that is experienced by the members influences their behavior and can be described in terms of values of a particular set of characteristics of the organization. It is the set of characteristics that describe an organization and that distinguish one from the other organization. It influences the behavior of the people in the organization. .

Culture by definition is elusive, intangible, implicit and taken for granted. But every organizational develops a core set of assumptions understandings and implicit rules that govern day to day behavior in the organization. Every organization has some characteristics which 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-units is usually referred to as organizational culture. Since the culture is a part of climate, the culture is dealt in detail.

2. Importance of Organizational Culture

Innovation and Risk Taking
This is degree to which employees are encouraged to be innovative and take risks.

Attention to detail
This is degree to which employees are expected to exhibit precision, analysis and attention to detail.

Outcome orientation
The degree to which management focuses on results or outcomes rather than on the techniques and Processes used to achieve these outcomes.

People orientation
This is degree to which management decisions take into consideration the effect of outcomes on people within the organization.

Team orientation
This is degree to which work activities are organization around teams rather than individuals.

Aggressiveness
The degree to which people work activities are organization around teams rather than individual.

Stability
Stability is the degree to which organizational activities emphasis maintain the status quo in contrast to growth.

Needs to study the organization culture:
- The culture decides the way of employees interact with their workplace.
- The culture of the work place also goes a long way in promoting healthy competition at their work place.
- The organization culture brings all the employees on a common platform.
- The work environment unites the employees who are otherwise from different backgrounds.
- The work environment of the organization which extracts the best workout of each team member.
- The work culture goes a long way in creating the brand image of organization.

Dimensions of the Organization Climate
The leader is responsible for developing a climate conducive to the mission of the business. There are number of ways in which climate can be viewed. Here we mean the nature of leadership, motivation, decision, communication, control process and the development of a corporate culture.

Leadership
Leadership process as a component of climate refers to the following questions
- To what extent do superiors have confidence in and trust subordinates
- To what extent do superiors behave in manner that encourages subordinates to feel free to discuss important matters about their jobs.
- To what extent do superiors try to get ideas and opinions from subordinates and use them constructively?

Motivation

Motivational process as component of climate can be represented as the following.

- What types of motives are used? (fear, threats, punishments, economic rewards, non-economic rewards)
- How much responsibility do various managerial levels assume for goal achievement (attempts to sabotage at some levels to high responsibility at all levels).
- What type of interactions occurs?(Little interaction and distrust to extensive friendly interaction with confidence and trust).

Decision Process

- At what level of decisions formally made (bulk of the top and centralized and decentralized spread of decision authority and delegation).
- To what extent are decision makers aware of lower level problems (unaware or full aware)?
- To what extent is technical and professional knowledge used in making decisions(no extent to great extent).

Communication Process

- In what manner are orders issued or goals set(orders issued for above to goals established by means of group participation)
- How does communication primarily occur? (formal written memos to informal verbal changes)
- How does communication flow? (Primary downward to laterally to primary upward).

Control Process

- The extent to which review and control is concentrated (highly concentrated at the top to widespread responsibility for control).
- The extent of control and standards (loose to tight).
- The extent to which control data are used for self-guidance (data used for policies to coordinated problem solving).

Statement of the Problem

The employees have to be kept motivated and morale has to be increased for the productivity and profit of the organization. For which the organization climate should be conducive. Hence the study on organization climate is carried on among the employees of IT Companies. The factors like time management, stress management, team work, and selection, disciplinary procedures will help to understand the impact of organization climate on the performance of the organization.

3. Scope of the Study

The researcher has considered only the five dimensions of the organization climate as proposed by William F. Gluek. Other dimensions of the organizational climate such as openness and trust are excluded from the study. These dimensions of the organizational climate will help the managers and executives to understand about the dimensions of the organizational climate.

4. Objectives of the Study

- To study the organizational climate at IT Companies, Bangalore.
- To study the various factors affecting the organizational climate using the framework.
- To study the amount of trust between superiors and subordinates.
- To study the team work, job satisfaction and control system used by the management
- To identify the areas in which the workers are and executives towards organizational climate prevailing at present.
- To identify the areas in which the workers are satisfied and the areas in which they are not satisfied.
- To suggest improvements in the existing conditions of the organization so that organizational climate is improved.

5. Sampling

Judgment sampling

Purposive or judgmental sampling means deliberate selection of sample units that conform to some predetermined criteria. This involves selection of cases which we judge as the most appropriate ones for the given study. It is based on the judgmental of research or some expert.

It is guarantees inclusion of relevant elements in the sample. It does not aim at securing a cross-section of a population. The chance that a particular case be selected for the sample depends on the subjective judgment of the researchers.

Convnience Sampling

It is a non-probability sampling .it means selecting sampling units in a just hit and miss fashion. It also means selecting weather sampling unit are conveniently available.

It is also known as accidentally sampling because the respondents whom the researcher meets accidentally are included in this sample.

Total number of samples -50

Tools of Data Collection

The questionnaire was designed to study the participants both superiors, non-superiors and executes. This was done using both open ended and closed ended questions. The closed ended questions were given in order to evaluate the objectives. The open ended questions were given in order to bring out reasoning and suggestions. The questionnaire were formulating in advance, clear, easily understandable and simple. It is mainly focused on the five dimensions of organizational climate proposed by gluek.

Limitations of the Study

- Since the project is of qualitative in nature, there was the participants' bias in some case.
- Employees were non-responding and not revealing full information and they were unable to find out whether this is suggestions were recognized.

- The responses were based on the respondents' beliefs, attitudes and perception. Hence, the generalization of the findings of the study is subject to these limitations.

6. Summary of Findings

The reasons given by the workers for difficulties in the communication are

- Sometimes communication is not clear and not being understand
- Changes in decisions are not communicated properly.
- Communication is stopped in certain level of managements. They are unaware of the company's policies. Sometimes the policies are secretly maintained.
- They are unaware of the national and global competition level.

There is potential threat from peer groups. This gives set back to their job exercise and they are failed to get cooperation from others.

- Timely information is not provided to them.
- In the project department the workers says that they don't face any difficulties because of communications and they are well informed about the changes through journals and circulars periodically.
- The areas they are consulted before taking decisions are technical discussion, during critical situation, doubts and clarifications regarding their respective jobs, regarding supervision and problems in the work area
- Motivation tools that the organization uses are salary, medical benefits, suggestion scheme, incentives, training, present trend and scenario and career development

7. Suggestions

- Timely information can be provided to the subordinates through notice board in their respective places in an understandable manner so that there will be no delay in the work and exit rapport between the workers
- Decisions, suggestion or any changes in the company can be made after discussing with the subordinates so that there will exist trust between superiors and subordinates.
- Training programmes can be conducted when all the employees in the department are present.
- The promotion stagnation in the company can be solved by increasing the salary, designation or by giving more responsibilities.
- Team work can be encouraged in the company by conducting regular meetings and by spending time with their family members
- Executive's communication with the subordinates can reach even to the down level of the workers so that the objectives of the company can be achieved without many efforts.

8. Conclusion

On the whole organization climate in IT companies is excellent and effective. The workers are satisfied with the working conditions, salary structure and cooperation of peers. If the above suggestion are implemented the then the productivity of the company and the satisfaction of the employees can be improved.

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