

# A Study On Organizational Climate At Jbm Auto Systems Pvt Ltd, Chennai

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## ABSTRACT:

*This paper entitled Organizational climate is the process of quantifying the “culture” of an organization, and it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. Human Resource Managers are standing in an era of diversified and unpredictable challenges like attrition, stress management, knowledge management etc. Nowadays, the policies, procedures and system adopted to carry out the work determine the fate of the organization. Organizations carries out various surveys like Job Satisfaction Survey (JSS), Employee Commitment Survey (ECS), Organizational Pulse Survey, Organizational Climate Survey etc to get themselves tuned and keep their workforce geared. Organizational Climate survey are conducted at most of the organizations to study the norms, values, expectations, policies and procedures that influences work motivation, commitment, and ultimately, individual and work unit performance. In this study, the various tools like Percentage Method, Chi-square and Weighted average method are used to analyze the satisfaction level of the employees in the organization. The study deals with the relationship between organizational climate, commitment and satisfaction of members of the organization.*

**Keywords:** Organizational Climate, Motivation, Satisfaction, Human Resource Management.

## INTRODUCTION

An organizational climate is an employee perception and perspective of an organization. Organizational climate increased productivity, climate give employee’s voice to assist in making desire transition as smooth as possible. It also a basis for quality improvement. By identifying area of inefficiencies and acting on performance barriers to identify employees of all levels, on organization gain a fresh and different perspective.

The organizational climate analysis is identifying areas of employees satisfaction and dissatisfaction to facilitate management in the creation of greater work place harmony and therefore increased productivity.

Organizational climate reflects a person’s perception of the organizations to which belongs, it is a set of characteristics and factors that are perceived by the employees about their organizations that serve as a major force in influencing their behavior, these factors may include job descriptions, organizational, structural, format, performance and evaluation

standards, leadership style, challenges and innovation, organizational values and culture.

Organization climate is the human environment in which employees do their work, one cannot see it but one can feel and experience it .it is effected by everything and everyone in the organization. Like fingerprints, organizations are different from one another. Each organization has its own culture, traditions and methods of action. Some organizations are easy going and others are efficient.

## DEFINITION

Organizational climate refers to a set of characteristics that describe an organization distinguish it from other organization, endure over a longer period of time and influence the behavior of the people in it .

## FACTORS IN ORGANIZATIONAL CLIMATE:

The following factors are influencing the organizational climate in an organization are as follows:

Organizational structure perception of the extent of organizational constraints, rules, regulation, red-tape.

Individual responsibility feelings of autonomy of being ones boss.

Rewards feeling related to being confident of adequate and appropriate rewards.

Risk and risk taking perceptions of the degree of challenge and risk in the work situation .

Warmth and support feelings of general good follow ship and helpfulness prevailing in the work settings.

Tolerance and conflict degree of confidence that the climate can tolerate differing opinions.

A broader and somewhat more systematic study of climate dimensions described by Schneider and Bartlett includes six items that should be included in determining organizational climate. These are managerial support managerial structure, concern for new employees, inter agency conflict, agents dependence and general satisfaction.

#### **IMPACT OF ORGANIZATIONAL CLIMATE:**

Organizational climate influences individual behaviors. The way it accues may be explained as follows;

An organizational provides reward and punishments of a varying nature for different kinds of behaviors. This influences individual behavior.

- The evaluation system in vague, to assess the performance of employees, has its influence on the behaviors of a person.
- The physical amenities provided to the employee that inter personal relationships etc, act as stimuli that influence behavior.
- The individuals perception of the organizational environment too affects behavior.

#### **MEASURES TO DEVELOP A SOUND ORGANIZATIONAL CLIMATE:**

The following measures may be adopted to develop a sound organizational climate:

An acceptable basis for holding organizational environment positions must be evolved.

Rewards must be linked to performance.

Performance and evaluation standard must be high.

Employee participation in decision making must be encouraged.

Individual initiative must be encouraged. Inter personal relationship must be cordial.

Individual must develop a sense of tolerance.

Every individual must be fair in his dealing and must be man integrity.

#### **PARTICIPATION AND ORGANIZATIONAL CLIMATE:**

Participation is based on democratic value of organizational life. The basic features of democracy as applied to organizational life can be seen. He observes that democracy is values a climate of belief governing behaviors which people are internally compelled to affirm by deeds as well as words. These value include (i) full and free communication, regardless of rank and power; (ii) a reliance on consensus, rather than on the more customary forms of coercion of compromises, to manage conflict, (iii) the idea that influence is based on technical competence and knowledge; (iv) an atmosphere that permits and even encourages emotional expression as well as task oriented acts; and (v) a basically human bias one which accepts the inevitability of conflict between the organization and the individual but which is willing to cope with and mediate in this conflict on rational grounds.

Such values involve participative management in the organization which incorporates getting things done through other people by creating a situation in which subordinates may develop mental and emotional involvement in a group situation which encourages them to contribute to group goals and share the responsibility in them.

#### **IMPORTANT IDEAS IN THIS CONCEPT OF PARTICIPATION:**

#### **MENTAL AND EMOTIONAL INVOLVEMENT:**

Perhaps the basic feature of participative system is mental and emotional involvement which emphasizes humanization of administrative system. The involvement is psychological rather than physical.

#### **RESPONSIBILITY:**

A second characteristic of participation is that it encourages people to accept responsibility. Since

people have active participation in decision making, they are both decision makers and executors, thus, it is a social process by which people become self involved in an organization and want it to work successfully.

When people want to do something, they will find a way under conditions, employees perceive managers as supportive contributors to the team. Employees are ready actively with managers, rather reactively against them.

#### **MOTIVATION TO CONTRIBUTE:**

A third feature of participation is that it motivates persons to contribute to the situation. They are given opportunities to release their own resources of initiative and creativity towards the objectives of the organizations. Thus, it is different from consent in that the later process only confirms what has already been decided. A consentor does not contribute to decision making rather he merely approves. Participation is more than getting consent for something already decided. Participation uses the creativity of all persons thereby all of them. Contribute something in decision making.

#### **BENEFITS:**

Employees like to perform the job with pleasure and satisfaction.

Employees like to be in association with others.

Managers instructions will be pleasantly obliged by the subordinates.

Managers experience that employees follow their orders with respect.

Subordinates will work hard and show confidence in their superiors.

Employees work happily and associate with the company for a long time.

It results in increased job performance.

It keeps organization healthy.

It creates favorable atmosphere among customers, public, suppliers and organizational particulars.

High morale attracts and holds good employees.

#### **CLASSIFICATION OF ORGANIZATIONAL CLIMATE:**

The study of four aspects of principals leadership behavior and four aspects of teachers behavior bring us to categorize organizations into six distinct profiles of configurations .the six profiles that are found in the organizations can be regarded as six distinctive .Organizational climates namely, open, autonomous, controlled, familiar, paternal and closed.

#### **OPEN CLIMATE:**

An open climate is used to describe the openness and authenticity of interaction that exists among the principal, teachers, students and parents. An open climate reflects the principal and teachers cooperative. Supportive and receptive attitudes to each others ideas and their commitment to work. The principal, according to these researchers, shows genuine concern for teachers; he/she motivates and encourages staff members. He/she gives the staff freedom to carry out their duties in the best way they know. Also, in a school/college characterized with open climate, teachers are portrayed as tolerant helpful and respectful professionals.

They are caring are willing to assist students when need be. Teachers work hard so that students succeed. They care, respect and help one another as colleagues and even at personal level. As a team they work for the success of students. Both the principal and teachers are accessible and approachable they maintain close relationships with students and parents.

#### **AUTONOMOUS CLIMATE:**

This type of climate portrays an atmosphere where teachers are given a good measure of freedom to operate in the institution. The principal arouses enthusiasm and diligence. Both teachers and students work with devotion. Teachers have great desire to work and students are highly motivated to learn. The close relationship among the principal, teachers, students, and parents creates an autonomous climate in the institution.

#### **CONTROLLED CLIMATE:**

The major characteristics of controlled climate is the diligence and hard work. Even through the principal does not model commitment, hard work is overemphasized to the extent that little or no time is given to social life. Nonetheless, teachers are committed to their work and spend considerable time on paper work. Thus, in most cases, there is little time to interact with one another. Students are also hardworking, but are given little time for participation in extra curricular activities. The

principal often employs a direct approach, keeps his/her distance from teachers, students and parents in order to avoid familiarity. Parents are not encouraged to visit college with their children's problems as the time on such matters could be on something worthwhile.

#### **FAMILIAR CLIMATE:**

Familiar climate depicts a laissez faire atmosphere. The principal is concerned about maintaining friendly atmosphere at the expense of task accomplishment. Thus, a considerable percentage of teachers are not committed to their primary assignment. Some who are committed resent the way the principal runs the college: they do not share same views with the principal and their colleagues. As a result, those who are not committed form a clique because they are of the same attitude, they become friends.

#### **PATERNAL CLIMATE:**

This type of climate depicts an atmosphere where the principal is very hardworking, but has no effect on the staff; to them hard work is not a popular term. There is a degree of closeness between the principal and teachers, but the principals expectations from teachers is rather impractical. All the same, he/she is considerate and energetic, but his/her leadership approach is benevolently autocratic. As a result, most teachers, students and parents prefer to maintain distance from the principal. Often, students cannot express their difficulties or problems with boldness and parents visit the college only when it is absolutely necessary.

#### **CLOSED CLIMATE :**

The closed climate represents the 'antithesis of the open climate'. The main characteristic of this type of climate identified lack of commitment or unproductive disengagement. There is no emphasis on task accomplishment; rather the principal stresses on routine, trivial and unnecessary paper work to which teachers minimally respond. The principal is strict and rigid in behavior. He/she is inconsiderable, unsupportive. Consequently, most of the teachers feel frustrated and dissatisfied.

#### **OBJECTIVES OF THE STUDY:**

##### **Primary objectives:**

- To identify the employees opinion towards organizational climate JBM auto system, chennai

##### **Secondary objectives :**

- To analyze the existing organizational climate at JBM auto system, Chennai
- To study the employees attitude towards the organization environment at JBM auto system, Chennai
- To identify the various factor affecting organizational climate at JBM auto system, chennai
- To identify organization climate variables that can be cause job satisfaction and job dissatisfaction of employees at JBM auto system, chennai
- To know the level of satisfaction towards the organizations climate in JBM auto system, chennai
- To suggest measures to improve the organizational climate at JBM auto system, Chennai.

##### **NEED FOR THE STUDY :**

The purpose of this study is to improve the level of productivity in the organization. It helps to analyses and to identify the suitable organizational climate for improving the satisfaction level of the employees. It helps the organizations by providing a better work environment for its employees so that they are motivated and work efficiently. The organizational climate is positively related to the job satisfaction and organizational commitment. The higher organizational commitment will lead to higher job satisfaction and more organizational commitment. Hence this study is assumed to know organizational climate of JBM auto system, Chennai and its relationship with employee job satisfaction and organizational commitment.

##### **SCOPE OF THE STUDY**

The study on organizational climate has to be carried out in JBM auto system, Chennai. The study covers the employee's perception of various factors in the organizational climate like motivation, decision making, coordination, rules and regulation, goals and objectives, working procedure. The study covers to identify the relationship between the organizational climate and job satisfaction and also covers the relationship between organizational climate and organizational commitments.

##### **RESEARCH METHODOLOGY**

Research methodology is a systematic way to solve the research problem. It is a science of studying how research is done is a systematic approach. It consists

of various steps taken by researchers to solve the problem.

**Research design:**

A research design involves the drawing up of creative plan which can help obtain necessary information in the best possible manner the correct design will save time and money and results in the creation of valid and reliable information.

This research comes under descriptive research. Studies are those studies which concerned with describing characteristics of a particular individuals or group.

**Sampling technique:**

In this study the research convenience sampling because the collection of information from members of the population who are conveniently available to provide it.

**Sampling unit:**

1300 employees' where working in JBM auto systems.

**Sampling size:**

The researcher fixed the sample size as 300 for this study.

**Data collection method:**

Questionnaire method was used for data collection.

**Sources of data:**

**Primary data:**

Those data which are collected and fresh and for the first time and thus happens to be original in character.

**Secondary data:**

The secondary are collected from the personal department file and records. The other information for the study is collected from the books and journal.

**Tools used for analysis:**

- Percentage analysis
- Chi-square test
- Weighted average method.

**CONCLUSION:**

Climate plays a critical role in determining performance extent of an organization. Organizational Climate is the single biggest variable – the personality of the organization. Organizational climate assessment surveys are a good tool for identifying organizational strengths and weaknesses. The results of these surveys play a great role in providing a basis for effective action planning for organizational change and employee development. Organizational climate has a direct impact on staff motivation. In most companies, there is a big difference between what employees need to

"survival" in the workplace and what they would do if put maximum effort. Positive organizational climate motivates employees to do their best for the success of the organization.

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