

Study Regarding The Influence Of Organizational Climate On The Management Of Modern Organizations

Dr. Eng. & Ec. Mihail Aurel Țițu and Dr. Eng & Ec. George Bălan

Abstract—In this paper, the authors' intention was to present the results of the research carried out at an industrial organization which produces electricity, regarding the influence of organizational climate on the organization management. Within the research, we started off from the premise that human resources are important and have a significant role in an organisation. There is a strong connection, a mutual determination between the general management of the organisation and the state of the organizational climate. By applying a standardized questionnaire regarding the organizational climate, valuable information was obtained, information which regards the general state and the influential factors of the climate of that particular organization. By analyzing each factor at a time (task, structure, relationships, motivation, support, management, change, performance) we could realize the problematics of the organization regarding: the current activity, the satisfaction given by work, the system of motivating and stimulating the employees, the organizational communication, the quality of the relationships with the superiors, which allowed us to present a series of conclusions and personal proposals to the managing team of the organization. Our conclusions and proposals were truly appreciated and were comprised in programmes of remedying the signaled deficiencies.

Index Terms—Organizational climate, management of organizations, performance, motivation.

I. INTRODUCTION

For their functioning, organizations need resources. Their resources are grouped in four categories: human, informational, material and financial. Among these, human resources are decisive, because the other resources are directly generated through them. [3]

In any organization, no matter its size or object of activity, general management is influenced by a series of issues connected to the communication between departments, the employees' satisfaction given by work, the current organization of activities, the motivation or the acceptance of the system of payment and stimulents, the quality of the hierarchical relationships, the employees' willingness to

accept major changes and to participate in their putting in to practice. [4]

Starting from the definition of the organizational climate, as being „the ensemble of all social and human characteristics of the organization as a complex system: the methods of making decisions in all points of the hierarchy, the functioning of collective management organs, the accomplishment of the social functions of the organization, the general atmosphere of stimulating work performances and management participation, the relationships of cooperation between work groups, departments, sections, workshops, offices”¹, we realize the importance of its study, thus obtaining not only an objective description of a problematic situation, of some discontentments, but also solutions for solving problems, describing future threats or opportunities of development or of increasing the efficiency of the organization's activities. [5]

Bearing in mind the importance and the role of the organizational climate in an organization, it is advisable that the management system count on such studies which can offer information about solutions to the organization's current or chronic problems, besides the information referring to the problems of the employees. [6]

II. THE RESULTS OF THE ANALYSIS OF THE ORGANIZATIONAL CLIMATE

The study regarding the analysis of the organizational climate was done by a research group of the „Lucian Blaga” University of Sibiu, at an industrial organization which produces electricity. The research was carried out using a standardized questionnaire² of diagnosing the climate in an organization, referring to such dimensions as the effective organization of current activity, the communication inside the organization, the employees' satisfaction given by work, the payment system, the quality of hierarchical relationships. The general attitude (diagram 2.1) of the employees towards the presented dimensions shows a moderate appreciation of the organizational climate, most employees tending to perceive the organization as a whole in a positive way. We obtain a better image of the organizational climate by analyzing its factors of influence, which are:

Dr. Eng. & Ec. Mihail Aurel Țițu is a Professor of Lucian Blaga University of Sibiu (Email: mihail.titu@ulbsibiu.ro)

Dr. Eng & Ec. George Bălan is a Lector of Romanian-German University of Sibiu (Email: gbmuscel@yahoo.com)

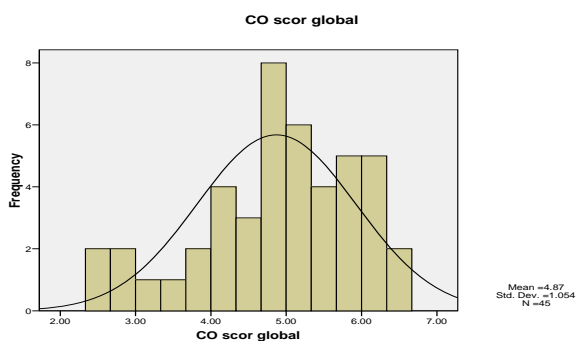


Diagram 2.1. Histogram-Organizational Climate general score

- The “Task” factor evaluates the way of defining tasks, both on the level of the organization and for each single employee. The scores (diagram 2.2) show a level which is moderate towards intense, tending to be concentrated in the area of high values, which shows that the employees know the objectives of the organization;

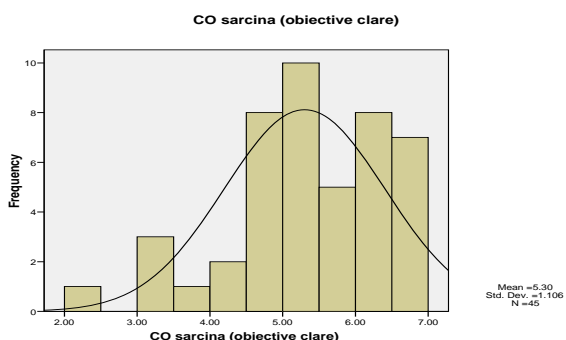


Diagram 2.2 Histogram-type chart-Organizational Climate the factor Task

- The „Structure, flexibility and adaptability of positions” factor evaluates the way of organizing work, referring to the efficiency, flexibility and adaptability of positions and functions. The results, presented in diagram 2.3, show a level which is moderate towards intense, tending to be concentrated in the area of high values. This fact shows that the positions and functions in the organization tend to be perceived as flexibly and efficiently organized;
- The „Motivation” factor evaluates the motivational climate of the company, which is ensured through the system of payment, promotion, personal development. The scores (diagram 2.4) show a level which is low towards moderate of the stimulative motivation of the company, the level being equally distributed in the area of high and low values, with a tendency of negative perception of the employees;

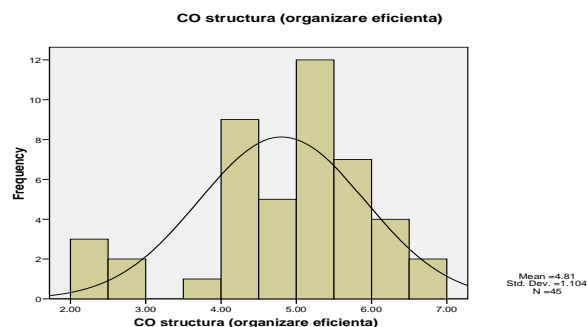


Diagram 2.3. Histogram-type chart-Organizational Climate-the factor “Structure”

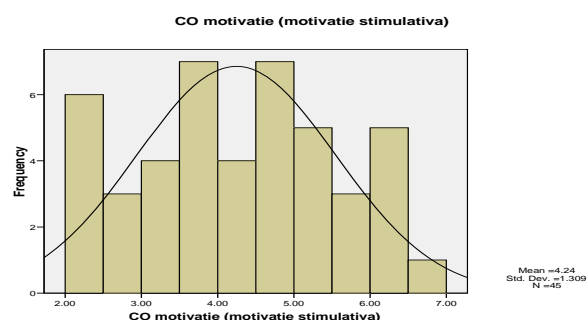


Diagram 2.4. Histogram-type chart-Organizational Climate-the factor “Motivation”

- The „Relationships” factor evaluates the quality of the relationships between employees, referring to communication and collaboration on a professional level. The results presented in diagram 2.5 show a moderate level of the quality of the relationships in the organization;

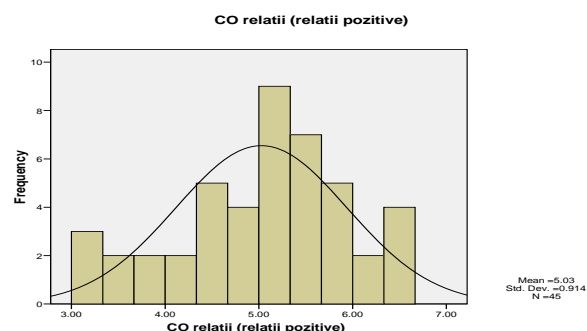


Diagram 2.5. Histogram-type chart-Organizational Climate-the factor “Relationships”

- The “Management” factor evaluates the extent to which the management style is efficient, supporting individual and collective performance and ensuring conditions for efficiency. The results presented in diagram 2.6 show a moderate level of the intensity of the analyzed factor;

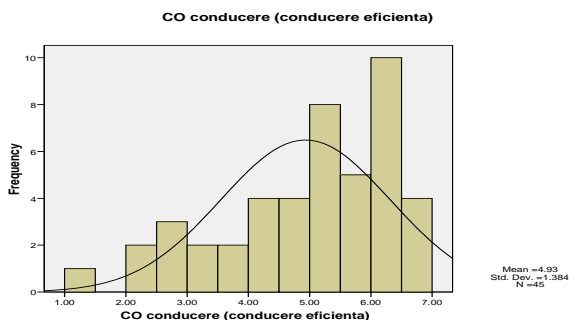


Diagram 2.6. Histogram-type chart-Organizational Climate-the factor “Management”

- The “Support” factor evaluates the resources and working conditions which the organization ensures in view of a highly efficient activity. The results presented in diagram 2.7 show a level which is low towards moderate of the intensity of this factor, showing that the organization generally ensures the resources and working conditions;

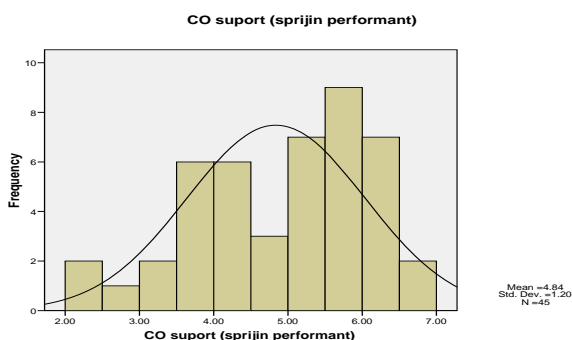


Diagram 2.7. Histogram-type chart-Organizational Climate-the factor “Support”

- The “Change” factor evaluates the general attitude of the organization towards change, namely a flexible style, which is adapted to the requests of an ever-changing environment and which promotes the initiative and the creativity of the employees. The score presented in diagram 2.8 shows a moderate level of the intensity of the analyzed factor, showing that the organization is generally perceived as being anchored in the social and economical reality;
- The “Performance” factor evaluates the performance accomplished by the organization, using a series of criteria such as: the degree of reaching objectives; the tendency to reduce costs; offering a positive image of the organization. The score presented in diagram 2.9 shows a moderate level of the intensity of the analyzed factor, because the employees generally consider their work is useful and efficient.

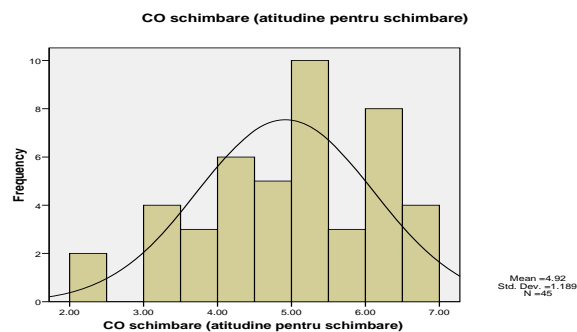


Diagram 2.8. Histogram-type chart-Organizational Climate-the factor “Change”

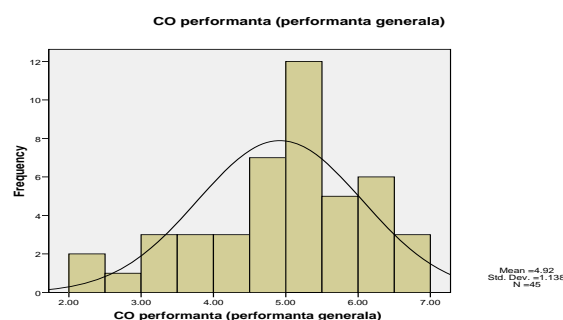


Diagram 2.9 Histogram-type chart-Organizational Climate-the factor “Performance”

III. CONCLUSIONS AND RECOMMENDATIONS

The general attitude towards the organizational climate shows a moderate global appreciation of the climate in the organization. [1]

The employees notice both positive and negative aspects in connection with the organization of their work, interpersonal relationships, management styles and the motivational system in their organization. [2]

Most of them tend to perceive the organization as a whole in a positive way, but there are also employees who notice certain deficiencies.

The analysis of the distribution of scores for each single factor partly clarifies which aspects are well reinforced and which are not.

Most employees tend to perceive the method of defining tasks in a positive way, but there are also employees who don't consider the tasks and the objectives of each employee and of the organization as a whole to be clearly stated.

By obtaining a level which is moderate towards intense, the factor “Structure” shows us that most employees tend to perceive the method of organizing positions and functions in a positive way, but there are also employees who consider this manner of organization rather inflexible and inefficient.

The organizational relationships are well perceived.

Over three quarters of the people interviewed perceive the relationships with their work colleagues in a positive way and

over a half of the people interviewed think their bosses are responsive to new ideas.

In its whole, motivation is seen by the employees as being unfavourable, because of the level it obtained, which is low towards moderate.

From the analysis of the factor "Support" we can reach the conclusion that over three quarters of the people interviewed think they own all the necessary information for a quality activity, they perceive the plans and plannings of their organization as being realistic, they consider that there is cooperation between the departments of the organization in view of solving certain problematic situations and generally of obtaining performances in the activity.

Over two thirds of the people interviewed think that the management team is efficient and that the management style enhances the performances of the employees on the level of the organization, that their direct boss permanently checks the efficiency of each employee, encourages them and literally supports them in their work and that generally the management style of his direct boss is a useful and efficient one.

A third perceive their boss's interventions as being inadequate.

Employees think that their organization is constant in applying work procedures and strategies and that it is well adapted to the social and economical reality.

Also, three quarters of them consider that their organization can deal with major changes, but almost a fifth show some doubts.

In their organization, most employees think that great efforts are put in with the purpose of efficient work and that the organization constantly reaches its objectives, but not the same majority, but only a little over a half think that the resources of the organization are well used, being aware of the importance of the costs and that the positive results of the organization are due to the motivation of the employees in this direction. Bearing in mind the conclusions resulted from the study, it is mandatory that certain measures should be taken, measures which should ensure a better notification of the employees regarding the objectives and the priorities of the organization, a clearer definition of the roles and tasks of each employee, as well as a better responsiveness to new ideas on behalf of the bosses. The system of motivating and stimulating the employees will have to be well improved through the promotion of an objective standard of evaluating the performances, stimulating quality results, encouraging the initiative and creativity, increasing the qualification of the employees and offering possibilities of promotion.

REFERENCES

- [1] G. Johns, *The Organizational Behaviour*, Economic Publishing House, Bucharest, 1996.
- [2] O. Nicolescu, *Managers and the Management of Human Resources*, Economic Publishing House, Bucharest, 2004.
- [3] O. Nicolescu, I. Verboncu, *Management*, revised 3rd edition, Economic Publishing House, Bucharest, 1999
- [4] C. Ticu, *The Psychological Evaluation of the Staff*, Polirom Publishing House, Iasi, 2004
- [5] M. Vlăscianu, *Organizations and the Organizational Behaviour*, Polirom Publishing House, Bucharest, 2003.
- [6] M. Titu, C. Oprean, *Strategic management*, UPIT Publishing House, Pitesti, 2007