

ANALYSIS OF ORGANIZATIONAL CLIMATE DIFFERENCES AND THE INFLUENCE ON COMPANY PERFORMANCE

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Rezumat

This article is based on analysis of the climate within an organization that shows in detail the reality of the company, focusing on collective or the group behaviors, targeting collective or dominant states manifested by the firm staff, all these relative to the needs, desire or even the organizational reward. The subject of organizational behavior contains all manner of the personnel within a company, manners that influence organizational effectiveness. Staff manners within a company can be liable: cognitive (the situation can be interpreted in a certain way), motivational-affective (the staff lives in a certain way a situation) and behavior nature (the most visible of the three, referring to the physical reaction to a certain situation, how to behave in some cases, etc.). In these situations it can be developed an accurate analysis of the actual situation in the organization, just as it is perceived and lived by the staff of the company, but also to bring all these concerns, ideas or solutions that refer to investigated situations.

Cuvinte cheie: climate, behavior, performances, organization..

Clasificare JEL : M10, M12, M14,M 50.

1. INTRODUCTION

The climate analysis of a company is a particularization or an assessment of all organizational strategies, relations of the company, exactly as seen by the staff within it, whatever the department to which it belongs. This analysis determines the mood of the staff in the company, and their perceptions about the their good running. In conclusion, organizational climate analysis enables identification of the type of culture desired by the staff of the company even if it changes periodically. Thus identification of organizational change strategies and their implementation lead to a significant change of company culture, being initially beneficial for staff, then for the entire activity of the company, causing its profit increase.

But actually, most companies in Romania are engaged in the process of changing organizational culture, but not even 10% of them can afford to implement it. Organizational climate is viewed as a collection of attitudes, states, behavior and experiences of staff within a company.

2. THE ORGANIZATIONAL CLIMATE ANALYSIS

In the specialty literature, organizational climate analysis followed the analysis of organizational culture as it started with the idea that any company should consider assessing the attitudes of its staff [11, p. 55].

Through the years '70 have been delimited several important aspects to analyze organizational climate, such as [5]:

- organizational climate analysis was focused on the personal opinions of its employees in order to assign a collective type organizational concept. So most of the companies have agreed to use the concept of psychological climate when the climate is individually measured and to use the concept of organizational climate when it is measured at company level.

- it was tried arguing there was difference between organizational climate and another exemplified term on a personal level, as well as job satisfaction. Thus, there was concluded that between the two there is no correlation.

- the last aspect refers to doubt on the possibility to guarantee a favorable inner confidence for each size of the company. But time has helped to succesfull apply the analysis methods of companies, causing accurate means of assessing the ability of firms to use the data received, with the aim of creating an organizational climate according to the company's needs.

The concept of climate was introduced in 1939 in the vocabulary of social psychology, in order to detail the attitudes, moods, emotions, and social transformations of a company staff. It is known that every manager has his own style of leadership, whether he is authoritative, democratic or negligent, that can make an unique organizational

context, that can be delimited by analysts as being better or worse depending on the state company. According to researchers in this field, the climate within a company can develop the leadership and can be analyzed by systematic observations.

The climate of the company is one that has defined, measured and exemplified the role of climate work, but he proposes a new method of assessing the organizational climate by using a rating scale completely different from dimensions associated to organizational climate, resulting in a set of personal assessments, a sequence of perceptions of company personnel, perceptions regarding to the proper functioning of relations between company staff [5, p. 67].

The researches carried out over time on organizational climate were developed on several directions such as:

- the use of qualitative methods and defining the concept of organizational climate by a company external observer;

- using quantitative methods, based on a questionnaire in order to isolate the dominant perceptions, the specialists are from the company.

Over time it was emphasized the influence that exemplifies assisting in decisions on organizational climate variables. Later, after more researches it was concluded that organizational climate influences more or less the efficiency of the company but the manager is responsible for creating a favorable organizational climate, which is based on trust staff, on their support and their continuous involvement. All these are extremely important to precisely define the link between company managers and staff.

In some cases it was tried the driving style analysis of the manager in order to develop favorable conditions and environment of the company, but also to establish the relationship between organizational structure and its climate.

In conclusion, evolution of analysis methods of data received provides a clear assessment of data aggregation capacity of the company, in order to properly illustrate the size of the organizational climate.

3. DIFFERENTIATING THE ORGANIZATIONAL CLIMATE

The analysis of organizational climate can identify observable characteristics of organizational culture, resulting in a firm personality. Organizational climate is not a field of organizational culture although it identifies testimonials and collective assessments.

The difference between organizational culture and climate it is realized by:

a. Organizational culture that refers to:

- deep, constant, almost impossible to change elements;
- Elements embedded in the minds of company personnel;

b. Organizational climate that relates to:

- Less profound, surface elements;
- All thoughts, reactions and behavioral provisions of the personnel in the company.
- Elements concerning surface reactions of firm personality.

So a closer analysis of the organizational climate causes an evaluation of satisfaction in work, without any restriction.

Through a quantitative analysis of the company staff, it can be evaluated its satisfaction, resulting in a report analyzing the organizational climate. The entire questionnaire may comprise a set of questions regarding methods, strategies, links and behaviors that are found within a group or within a company, requesting an assessment of the frequency.

In conclusion, if the questionnaire contains elements relating to satisfaction, dissatisfaction with organizational reality it can be discussed about organizational climate assessment but not one of job satisfaction. We can talk about an evaluation of job satisfaction if questionnaire asks opinion about aspects of the work under personal comportment.

The analysis of firm personnel opinions, those related to different elements of life firm, lead to the identification of a significant number of factors that can be used in climate analysis. Factors rely solely on the personal opinions of every employee, having a subjective character.

The evaluation of organizational climate can have an objective character if staff opinions are analyzed collectively where they are similar. The most important thing is that these factors can be controlled by company management, thus influencing personal effectiveness or the group [4].

In conclusion, it is extremely difficult to identify the best context of common terms that can be accepted in the analysis of organizational climate, because they have identified numerous variables opinions about organizational culture and climate of the company.

Once you apply personality questionnaires, it may apply also other types of surveys, such as those of attitude in order to assess, at a group level, the ability of satisfaction in general, but also the attitude towards the managers of the company or company staff opening and resistance to change, regardless the moment when it would occur [8].

Therefore, based on the psychological dimension that is assessed it may apply in certain situations attitudes questionnaires that are similar to personality questionnaires, but in other cases may apply opinion questionnaires that consider staff ideas that change regularly. These questionnaires may be accurate, but can be used as barometers because

register changing attitudes at group level within the company, specifically demonstrates how correctly or incorrectly is assessed the mood of company personnel, whether it is normal or not.

Questionnaires allow to establish, for a certain period of time, the comparison of staff within the company, for example it can be analyzed individually the mood of the staff in the company before implementing wage system and after it was implemented, and also comparisons between different groups of employees in the organization.

All these questionnaires of behavior analysis or mental condition of the personnel within the organization can not determine those causes or issues that evoked that state or that behavior.

Therefore it is recommended to use a combination of standardized attitude questionnaires with some techniques that are not standardized and aim only psychological evaluation of individual or collective opinions.

To understand this very well, it is necessary to illustrate the fact that: assuming a sequence of questions that refer to a particular theme and allow the opportunity to give more frank answers, answers that are found in a giving list (named version), then these questions can be used without any restriction on the socio-professional assessment, together with other standardized attitudes questionnaires.

Other techniques are time consuming, they are very difficult to precisely quantified and require a favorable report between analyst and respondent within the organization.

By using attitude and opinion questionnaires, analyst has the opportunity to identify the best conditions of employees, he can create an accurate perception on the staff of the company, and respondents can be evaluated by the intensity of their behavior and ability to express at group level. Status of expression can be caused by both staff demotivation, dissatisfaction, and some synthetic causes such as [5]:

- Lack of feed-back;
 - Professional evaluation purely subjective;
 - Authoritative behavior from management or from people who are subordinate to management;
- The mood of the staff within the company can improve and may have favorable aspects by:
- Providing collective feedback;
 - Proper and "transparent" evaluation;
 - Implementing a wage system that boosts staff of the company, not to demotivate them etc.

In conclusion, the organization could be regarded as a communication building, serving to ensure the goals proposed by the communicator. So communication efficiency is based on a person's ability to know exactly how to act and what to do in order to accomplish the aims which wants, at a minimal cost. [7, p. 24].

4. DIMENSIONS OF ORGANIZATIONAL CLIMATE

In the specialty literature was found that there was consensus on the multidimensional term of climate, with reference to the psychological or organizational ones. Thus researchers Koys and Decotiis have highlighted the lack of solidity of opinions regarding to climate measures, but also to identification and definition of its forms components. Taking as a basis numerous published studies over time it has concluded 80 specific dimensions of the climate concept, so it is discussing about a specific universe climate, as a vast and complex domain [2, p. 67], requiring identification of the most important dimensions for organizational framework.

It was found that low levels of staff satisfaction of the company indicate some frustration, so it is important to consider all states and reactions to fix any problem that arises, concluding with a healthy climate. Because numerous studies conducted over the years have shown that a low level of staff satisfaction is an indicator of a company states frustration personnel, for which it is necessary to observe these states.

Healthy business climate does not guarantee the effectiveness of the organization, but can guarantee operational performance when the climate imposes a spirit of cooperation and leadership staff motivation [4].

The specialty literature plays shows some differences between psychological and organizational climate, the most important is that the first climate refers to the individual perceptions specific to different organizational attributes and the second climate refers to assessments shared by a large number of staff company.

Thus, all who want to analyze organizational climate must keep in mind that it takes a large number of evaluations, in order to rightly conclude the characteristics of the climate and avoid getting individual perceptions on the psychological climate.

Therefore for better analysis of organizational climate in a company, it is necessary to identify the best set of dimensions, so that more researchers mentioned several dimensions such as:

- a. according to Lippitt and White were limited following dimensions of organizational climate:
 - Friendliness or warmth;
 - Risk-taking and structure of roles
 - Support and standards;
 - Conflict and responsibility [3, p. 180].
- b. according to Schneider were limited following dimensions of organizational climate:
 - Clarity and level of goals;

- Affiliation to the group and the working environment;
- Autonomy and bureaucratic rules [3].

c. according to Patterson were limited following dimensions of organizational climate:

- Administrative efficiency rules and guidelines;
- Egalitarianism and authority;
- Involvement and task orientation;
- Available for innovation and sociability [9, p. 379].

d. according to Jones and James were limited following dimensions of organizational climate:

- Conflict and ambiguity;
- Challenge at work, the importance and variety of tasks;
- Facilitate and support from the leader;
- Cooperation in team work, cordiality and friendship;
- Professional and organizational spirit;
- Labor standards [6, 9].

e. according to Gratto were defined the following dimensions of organizational climate:

- Internal communication and evaluation;
- Organizational structure and job satisfaction;
- Political climate and support in case of personal problems;
- Opportunities for professional development and promotion.

In time, it came to a total of 8 specific dimensions of organizational climate, such as:

- Autonomy and recognition;
- Cohesion and innovation;
- Pressure and fairness;
- Trust and support [1].

However, experts Lauridsen and Obel have concluded that all sizes to analyze organizational climate can be synthesized only in two dimensions, such as:

- Pressure;
- Resistance to change [2].

In conclusion, organizational climate analysis requires a description or assessment of all steps, strategies and organizational links, as they are understood by the staff of the company, regardless of what department take part or in what hierarchical level is placed. So a proper analysis of the organizational climate determines the exact mood of company personnel and analytical procedures arising from it to identify what is good and what is bad in the firm. Most authors believe that it is beneficial for any company to have a healthy climate as it affects job satisfaction and attitude of its staff.

Organizational climate refers to the views of company personnel about firm policies, about management practices applied, but also about formal and informal procedures within the company.

Organizational climate conditions resulting from expectations which has the company staff and working conditions provided by management.

CONCLUSIONS

In conclusion, the organization could be regarded as a communication building, serving to ensure the goals proposed by the communicator. So communication efficiency is based on a person's ability to know exactly how to act and what to do in order to accomplish the aims which wants, at a minimal cost.

In some circumstances organizational management seeks to know exactly what procedures should be applied so that company personnel to receive better information about the unfavorable situation of the company, specifically information on the restructuring stimulation or simply the mood in the group.

Therefore, according to the above it is necessary to know which variables are dependent on fluctuating time context, but should not be omitted questionnaires that are focused on individual personality, because they have the ability to identify all stable aspects of personality of the company personnel.

In conclusion, if iis applied the analyze of the socio-professional climate within an organization when it is known that using both standardized methods for assessing the attitudes, conditions and ideas of a collective, as well as some non-standard methods, such as standardized reviews questionnaires, individual or group interviews, all of these in order to determine all aspects of an issue and to select only those useful information to solve problems within the organization.

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