A Review Of Literature On Organizational Climate And Its Modalities In Organization

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ABSTRACT

Employee productivity, motivation, and happiness are all influenced by the atmosphere of the workplace. It is our goal to consolidate the current literature on organisational climate in order to expand and clarify the scope of future study on the issue. For the first time, a comprehensive evaluation of organisational climate research published in prestigious peer-reviewed journals is presented in this paper. Organizational climate has also been studied using the four dimensions of organisational. This study has provided a possible research strategy that may be used to obtain a positive and healthy organisational environment, as well as optimise the advantages of a positive and healthy climate. As a result of this study, scholars now have more theoretical concepts and viewpoints with which to better comprehend the notion and dimension of organisational climate.

KEYWORDS: Organizational Climate, People, Goals, Multi-dimensional, Organizational outcomes.

1. INTRODUCTION

Modern businesses place a high value on evaluating and understanding the behaviour and actions of its workers, which has resulted in an increased focus on understanding the environment of the workplace. Kevin and Richard (1998). People, rule, goal, and innovation-oriented climate are just a few of the climate kinds and dimensions studied by Aly B Moreno H. in his LinkedIn article on Organizational Climate. In other words, "Organizational Climate," or "Corporate Climate," has a tremendous influence on workers' productivity, motivation, and performance at work. Since its introduction in the late 1940s, the idea of an organization's "climate" has been a crucial metaphor for leading and keeping personnel. The

Kumars (2011),Kumar (2011). There are a collection of characteristics that disclose the company and separate it from other organisations, and they have an impact on workers' behaviour as well as their perceptions about the business. (Forehand & Gilmer 1964) Employees today are different from those in the past; competent workers have more options and are less likely to stay with a single company for the foreseeable future, placing a higher value on lifelong learning, experience, and growth than in earlier generations. They immediately prepare to leave a company if they experience even the slightest level of dissatisfaction or inconvenience in their current position (Hussainy. S.S, 2019). Organizations that provide an environment of autonomy, coherence, trust and pressure as well as a sense of justice and recognition are preferred. Selvi and Mathew (2007). Numerous firms have been prompted to reevaluate and redesign their environmental strategies, systems, procedures, and policies as a result of the shifting demographics within their current generation of workers. Kossivi and others (2016). Because of the job-hopping mentality of today's workforce, academics and researchers are more interested in organisational climate studies. Companies that want to remain competitive in the global marketplace must establish a dynamic work environment that meets the needs of a global workforce, which necessitates joint-venture and strategic partnerships. Mayrhofer and Prange (2015).

1.1 NEED FOR A GOOD CLIMATE IS INEVITABLE

As a result, a people-oriented culture generates a feeling of belonging to the firm, devotion, a positive psychological contract and staff retention. It has been suggested by Berberoglu (2018) that improving organisational performance may be challenging without first cultivating a welcoming work environment for all employees. A happy work environment is essential to boosting productivity, performance, and development, as well. Negative effects on the work environment have a direct influence on employee output, motivation, and happiness. , pronounced "Kundu" (2007). According to the official website of "inscape," a consulting business, companies should have policies and plans that focus on the needs of their employees. To get the most out of their workforce, multinational enterprises with worldwide operations and joint ventures or alliances that haven't yet crossed national boundaries need a favourable work environment. Sharma and Madhuka are a couple (2017). In addition, global market participants need a diverse staff to conduct their operations correctly. It is possible to recruit, train, and retain employees from a wide range of backgrounds in a people-oriented setting.

1.2 ORGANIZATIONAL CLIMATE IS A VERY COMPREHENSIVE CONCEPT

Temperature has always had a direct impact on people's mental and physical health. Researchers have examined the effects of several kinds of organisational climate factors on corporate success. However, although many components of corporate climate have been studied and discussed, putting them into action is proving to be a major challenge. Since no

two firms are alike, it's impossible to tell which facet of organisational environment is more beneficial to the company as a whole. For this reason, a thorough literature analysis was done to better understand the impact of climates' aspects on individual people and their environments. The researcher read the review papers authored by the following authors before moving on to this one. They go by the names James and Jones, respectively (1974). By Schneider: Organizational climate: a review of theory and research (1985). Behaviour in the workplace. Psychological Bulletin, Monika, M. Yukthamarani, and colleagues (2013), Employees' Work Passion and Organizational Climate: A Review, Schneider et al (2012) Climate and culture in the workplace. "Annual Reviews in Clinical and Experimental Psychology," DUAN et al (2014) It's time to reevaluate how we think about organisational climate. An in-depth look at organisational climate), Omole and colleagues (Kaliyamurthy, 2016). (2017), McWinner's Review of the Workplace Climate (2019), Khan et al. conduct a review of the research on the relationship between workplace climate and job satisfaction (2020). Review of Powell et al.Organizational .'s Climate (2021), A thorough study of measures of organisational culture, climate, and climate of implementation in behavioural health. Research and practise in the implementation of change.

2.   METHODOLOGY ADOPTED TO ARRANGE THE LITERATURE

There has been much research done to examine and assess the many components of workplace environment and the variables that influence workplace climate in more depth. Peer-reviewed findings were also given in this work. Human resources management and organisational behaviour have been studied in this research. Leading publications in their fields include, for example, the Annual Review Of Psychology, the International Journal of Innovative Research & Technology, and many more. The journals were given an A* grade by the UGC (University Grant Commission) in India. Because they did not address the issue of workplace environment, the remaining publications were left out. Keywords used in the abstract, subject, and keywords of research from 1960 to 2020 include the following. People-oriented climates, goal-oriented environments, rule-and-innovation environments, and attributes of people-oriented organisational climates all fall under the umbrella term "organisational climate," which may refer to a variety of things. Some other research were also considered for this investigation by looking at the citations in the retrieved studies. Organizational climate started in 1960, hence the year 1960 was picked as a beginning point. Research from several UGC care list publications was included because the researcher thinks it would assist explain the contradictory findings of each component in organisational environment.

3.   IMPORTANCE OF ORGANIZATIONAL CLIMATE AS A THEORY

Organizational climate has been described in a variety of ways by many writers, each with their own take on its definition and dimensions. According to some scholars, an organization's contemporary environment is an important factor in determining its

organisational climate (1992). A picture of a company in terms of workers' views, according to some, is a snapshot of organisational climate since individual perceptions may change as events and conditions in the organisation occur. Obeng and coauthors (2021). Zacher and Jie, for example, engage with the company and its internal environment on a daily basis, and this applies to their views and impressions (2016). Organizational climate, according to the researcher, relates to workers' perceptions of relevant elements inside their workplace and the regular behaviours that predominate throughout the firm. Employees' views of the organization's environment as a consequence of their work experience form the basis of this construct.

4.   LITERATURE REVIEW ON CLIMATE AND RELATED ASPECTS

The conclusions of this research are based on a thorough literature review that examines several aspects of the organisational climate. Many scholars have come up with their own set of factors for assessing and categorising the organisational environment and its characteristics. A recent study by Sargunam and Rathnamala (2014) found a correlation between organisational environment and work satisfaction at the Anna University. In a mixed-methods research, Afshin et al. (2020) assessed the contributions of the Iranian school organisational environment to the work satisfaction of English instructors. Studies by Simin Ghavifekr and Nova Sheila Pillai examined the link between an organization's atmosphere and students' academic achievement and their employment happiness. Using a random sample of schools in Rajasthan, India, Sharma (1969) replicated Halpin and Crofts research and explored the link between organisational environment and teachers' feelings of satisfaction, school performance, and leadership behaviour. S B Nanja's book on school management mentions a research by Franklin (1975) that concentrated on defining the various climates of educational institutions in Gujrat, India

There are four different theories that may be used to the study of organisational climate. These include the Gestalt psychology model, the functionalism model, the person-environment fit model, and the Lewinian field theory. Gestalt Psychology is predicated on the following two hypotheses: first, that individuals make an effort to comprehend the world around them; and second, that individuals make an effort to impose order on the world around them in an effort to successfully adapt their behaviour to the context of the workplace. Schneider (1975) wrote an essay in which he sought to understand the assumptions of Gestalt as "meaningful perception of order for the perceiver based on the equivalent of psychological signals."

5.   DIMENSIONS OF CLIMATE STUDIED UNDER OTHER RESEARCHES

The idea of, and meaning behind, an organization's climate has evolved significantly during the last several decades. The researchers' criteria for evaluating the organisational atmosphere have also been modified in light of these changes. The researcher has made an

effort to discover the aspect of organisational climate that has been investigated by some of the previous researchers. These earlier researchers will be covered in more detail in the next section.

Likert (1967) conducted research on the climate of organisations and assessed it based on six factors: leadership, motivation, communication, decision-making, and goal setting. The authors of the study "Perceived Organizational Climate and Process of Sales-person Motivation" by Campbell et al. (1970) highlight four aspects of organisational climate in their research work: the task, the structure, the people, and the technology. In the field of customer and staff satisfaction in the service business, Schneider and Bowen (1985) performed study on the subject (banks). In this research, he offered five factors as explanations for the organisational environment.

6. THE VARIETIES OF ORGANIZATIONAL CLIMATE AND THEIR DIMENSIONS

In this study, the researcher employed four broad dimensions to characterise the aspect of organisational climate, and they built on those dimensions in depth by conducting a thorough examination of the relevant literature.

6.1. CLIMATE ORINETED TOWARDS PEOPLE

An atmosphere that is people-oriented should be fostered in companies, with the main purpose of valuing and respecting individuals as much as possible. Skvarciany et al (2015). As a direct consequence of the mutual respect that is fostered in the people environment, the workers will feel as if they are being treated fairly. It is essential to cultivate this superior-subordinate connection, as doing so contributes to the feeling among employees that they are an essential "cog" in the organization's wheel. Additionally, it is helpful to provide profit sharing and other incentive options in order to give employees the impression that they play an important role on the team. Employees should be recognised and rewarded in their place of employment for the contributions they make, which are critical to the development of original ideas. At a similar vein, fostering a culture of maintaining a healthy balance between work and personal life will contribute to the development of a constructive environment in the workplace. The majority of today's workers would rather have a more adaptable work schedule.

According to Koys and DeCotiis (1991), there are a number of factors that contribute to the psychological climate of an organisation. The psychological environment is largely determined by the workers' perceptions about their jobs and the organisations they work for, which are formed as a result of the employees' prior experiences inside the business. The following are some examples of them: The degree to which workers are able to manage their own work and take responsibility for their duties and responsibilities is referred to as autonomy. Peer connections, cooperation, friendliness and love, sociability, absence of

conflict, and rank differences are all examples of what might be considered to be cohesion in a group.

In this context, "fairness" refers, among other things, to the transparency of the promotion process, the transparency of the policies, and the fairness of the compensation system. Positive psychological environment will be easier to develop in the company if the culture of the organisation places an emphasis on the individuals who work there.

6.2 RULE BASED ORGANIZATIONAL CLIMATE

The environment at the organisation is quite rule-oriented, hence the corporation lays a significant focus on following the rules and regulations. It is founded on the rules, regulations, and procedures that have been established by the corporation Rudd and Mills (2020).

In a goal-oriented company, everyone works toward the same end goal. Most corporate environments are goal-oriented, and this has an impact on management style. We've taken the pyramid of purpose and expanded on it, naming it the "cascade of objective," in order to describe how numerous corporate objectives should be connected together, which he has dubbed the "cascade of purpose."

Berberoglu (2018) found that contextual elements may have an impact on the organisational climate, according to the literature study. Differences in contextual factors may lead to varied outcomes, according to Skvarciany et al. (2015) in another research. Other academics have theorised other types of relationships between organisational environment and performance, while others have studied if there is a linear link. The non-linear link between Yee and Mahadevan (2017) and other researchers Kumar (2011).

6.3. CULTURE OF THE ORGANIZATION FOCUSED ON GOALS

Because they direct workers toward the completion of tasks and other goals, goals are essential to the success of a business. The behaviours of an organisation that are mainly focused on the organization's goals are referred to as having a "goal-oriented environment," and this is the meaning of the word "goal-oriented climate." The company has to cultivate an atmosphere that reliably inspires employees to work hard in order to accomplish the outcome that is desired. Pavle et al (2016). This is necessary in order for the company to be successful. In what is sometimes referred to as the "pyramid of purpose," the graphic that follows illustrates how various different kinds of organisational objectives are interwoven with one another.

6.4. A CLIMATE THAT IS FOCUSED ON INNOVATION IN THE ORGANIZATION

It is essential for businesses to be able to adjust to their surroundings and remain viable in today's fast-paced and ever-evolving world, which calls for the cultivation of innovative

capabilities. Annika et al (2019). The term "innovation" refers to the process of coming up with new ideas, which may be a murky and unpredictable endeavour (Daft (1978), Amabile (1988; Daman pour and Evan 1984). In many cases, the innovation process begins with an effort to produce something completely original (Anderson, Potonik, and Zhou, 2014). In order to cultivate an atmosphere that is conducive to innovation and creativity, organisations have to cultivate an entrepreneurial mentality. Taking risks, being proactive, and being imaginative are three aspects that contribute to an environment conducive to innovation.

7. DETERMINING THE RESULT OF ORGANIZATIONAL CLIMATE MEASUREMENTS

As was said earlier, academics have analysed the climate of the organisation using a number of different dimensions and aspects that contribute to it. This research focuses on the relation between the climate of organization and the performance of employess. The results of this research might be attributable to a number of different things. Previous studies have analysed the conflicting results with the use of organisational climate literature. This has been done to support their conclusions. According to the published research, a number of academics have proposed a variety of approaches to investigate and assess the environment of the organisation.

8. OUTLOOK FOR FUTURE RESEARCH POSSIBILITIES

Future research possibilities in organisational climate are highlighted below, which have the potential to resolve contradictory findings and reduce the negative consequences of bad climate in companies. There are various new possibilities for future study in the organisational environment as a consequence of the list below.

8.1. An international and interdisciplinary examination as agenda

Organizational climate is a hotly debated and likely to continue to be researched topic in the future. Although there are a few studies in developing nations, such as the Middle East, focusing on the organisational environment in these countries is more common in developed countries, such as the United States. It is vital for contemporary companies to maintain a positive environment in all of its branches, since a poor climate in any one branch may have a detrimental influence on the whole business, regardless of where it is located.

8.2. As part of our research agenda, we want to combine theories related to organisational climate.

According to a literature study, a wide range of theories have been studied on organisational climate, including Gestalt psychology, Functionalism, the Person-Environment Fit Model, and Lewinian Field Theory. Shreedevi and Bharamanaikar back some of these hypotheses (2017). When Schneider wrote "Organizational Climate: An Essay, (1975)," he characterised it as a "meaningful Apprehension of order based on the equivalent of psychological signals,"

which is a Gestalt interpretation. For future study on the link between organisational climate and performance, researchers may combine several organisational climate theories that might be effective in managing and building a favourable environment.

8.3. Exploring unexplored outcomes is part of the research agenda

Organizational performance in general, as well as the performance of specific departments or sections of the organisation, top-level management, productivity, retention, and psychological contracts, have received less attention in the literature. Workers' turnover, retention, dedication, and communication are all affected by an organization's atmosphere. Kristof Brown et al. have looked into this connection in depth (2005). Few studies have shown a connection between a positive work environment and higher levels of employee motivation. This study suggests that future research should focus on the link between organisational climate and employee engagement, retention, motivation and satisfaction in the context of Middle Eastern organisations.

8.4. Exploring the Unknown Dimension

There are four types of organisational climates: people-oriented, rule-oriented, outcome and innovation-oriented, according to Pavle et al. (2016). Each dimension and its influence on individual and organisational performance, as well as other aspects of the organisation, has not before been studied. According to the findings of this study, future research should look at how various characteristics of organisational climate affect both organisational and personnel performance. The vast majority of prior research on organisational climate has been undertaken outside of the Middle East area and has included a wide range of variables. Many recent studies have not focused on the previously undiscovered aspects of organisational environment, such as collaboration, connection at work, and employee empowerment.

8.5. Examining the Combinational Effects of Multidimensionality

A common criticism of organisational climate research is that it focuses on just a few components of the workplace environment and overlooks others.. Previous studies didn't take into account the combined effects of many organisational climate characteristics. Thus, future research should evaluate the combined influence of several organisational environment factors on organisational success and individual performance.

8.6. Climate Variability and Operationalization

Various strategies and measurements have been employed in previous research to assess organisational climate. It has been suggested by Pavle et al. (2016) to examine the difference by operationalizing the organisational climate in terms of people, rule, objective, and innovation as well as other aspects that contribute to the organisational climate by using statistical approaches.

Organizational environment has been extensively studied over the past few decades, yet numerous critical factors and other essentials have been ignored in the process. A major emphasis of study is on operationalizing organisational climate and its determinants, and the reasons of inconsistencies, and a research agenda for the future. This study has helped in a number of different ways. To begin, future study on organisational environment might choose from a range of potential research objectives. It is also possible for professionals to better focus on creating an environment where workers feel safe and free to express themselves by fostering a sense of justice, liberty, unity, and open communication inside the workplace. Even more importantly, managers are encouraged by the study's practical implications, which encourages them to support factors that contribute to creating a good organisational environment in their workplaces.

CONCLUSION

Unlike any other study, this one undertakes an exhaustive literature assessment on the topic of workplace environment. This study sets the stage for future research. As a result, our study focuses on the definition and concept of organisational climate, its dimensions, factors that affect organisational climate, the operationalization of organisational climate variables, and the effect of climate on individual and organisational performance. In addition, the findings of this study shed light on the need for more research into the relationship between organisational climate and employee satisfaction. Using this form of literature evaluation, you may expand your understanding of "climate" while also finding new study avenues. A thorough picture of present and future research on "Climate" is expected to be gained by future researchers via this literature review, which we feel will encourage further study in this field.

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