

ORGANIZATIONAL CLIMATE IN NONCONVENTIONAL TECHNOLOGY ORGANISATIONS

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ABSTRACT: The present paper presents the results of the research on the organizational climate in an economic organization and the way in which they may influence the managerial strategies for gaining performance. Perceiving the organizational climate in all its complexity represents the premise for the introduction of a performing human resources management at the level of organizations regardless their nature and dimension. The human factor is essential in an organization, being the one through which the objectives of the organization are attained and, thus, between people and the organization there is a relationship of reciprocity: the organizations are in need of ideas, energy and talents, and people need careers, salaries and job opportunities. A harmonization between individuals and the organization will benefit both parties: people will discover the sense and the satisfaction of work and organizations will enjoy the energy and talents they need in order to achieve the organizational objectives.

KEYWORDS: motivation, satisfaction, change, performance, management, and organizational climate.

1. INTRODUCTION

The functioning of the organizations is conditioned by the existence and manifestation in independent conditions of three support factors: the decisional support factor (which implies the diagnosis of the system's status and directing it through appropriate decisions to the final goal), the organization support factor (with the help of which the structures and the decision implementing processes are articulated), and the motivational support factor (through which human action is directly engaged, considering the motivations with the help of which people's work can be supported and stimulated).

Identifying and adequately using the means to determine convergent action, oriented for the organization's objectives, of extremely diverse individuals constitutes the central issue of motivation as a function of management.

Work satisfaction and motivation cannot be separated, satisfaction appearing as an effect of motivation. Thus, motivation and satisfaction present themselves in a double quality of both cause and effect.

Organizations work for people and through people and, thus, knowing the needs, the expectations, the adapting capacity and the satisfactions of the staff is an essential

element which should take into consideration their management in order to achieve the objectives. [1]

2. PRESENTING THE RESEARCH

The research was conducted in a nonconventional technology organisation on a lot of 127 subjects (32 women, 95 men) with ages between 22 and 56 years old, by using the following standardized questionnaires:

- AC – "Attitude towards change" – is a questionnaire which allows the evaluation of organizational strategies in the face of change by emphasizing the factors which are based on human values – the personal factor – (working conditions, efficient communication, personal involvement, employees relations) or on the values related to efficiency/productivity – the efficiency factor – and aim the increase of collective efficiency. The Questionnaire employs a scale entitled "conservatorism" which aims the orientation towards conservative opinions or towards modifications of the organizational objectives and, implicitly, of managerial strategies;

- MD – "Motivational dominantes" – try to identify the saturation degree on four statistic factors which regard the individual's motivation form work as follows:

1. Leadership (the need of power) which expresses the wish to influence others, mobilizing them for success or manipulating them for personal interests – decisional independence;

2. Expertise (the need for personal achievement) – the tendency or the wish to excell in one's activities – professional expertise;

3. Networking (the need to form affiliations) – the wish the individual has to establish friendship relations with others in order to work in a pleasant environment;

4. Subsistence (the need to exist), which represents the interest of a person in the basic needs for existance.

• WS – "Work Satisfaction" – measures four factors:

1. Payment and promotion evaluates the degree of satisfaction felt by an employee regarding the reward received for his or her work;

2. Leadership and interpersonal relations measures the satisfaction of the employee regarding the social climate and work relations, both in what regards the relations with work colleagues or with one's superior, and in what concerns the loose, non-conflictual climate;

3. Organization and communication refers to the degree of the employee's satisfaction regarding the way in which work is organized and done: the definition of tasks, the effort required, communication, feedback etc;

4. General satisfaction evaluates the degree in which the employee is contempt / satisfied by his work, both in what concerns its way of being organized, and in what concerns the rewards (material or moral) received for one's activity and the interpersonal climate where one works.

• OC – The Questionnaire for the evaluation of the organizational climate has been introduced as a research-experiment, following the intersection of the results obtained through the previous techniques. The questionnaire aims the analysis of 8 factors which define, in the author's opinion, the climate in the organization. These are as follows: [2]

- The task: the way to define the tasks and objectives, both at the level of the entire organization and for each employee in particular (clear objectives);

- The structure: the way in which work is organized, with reference to efficiency, flexibility and the adaptability of jobs and positions (efficient organization);

- The relations: the quality of relations between employees, with reference to communication and collaboration from a professional point of view; non-conflictual climate (positive relations);

- Motivation: motivational climate existing in the firm, assured by retribution, promotion, competency, development etc. (stimulating motivation);

- Support: resources and work conditions which the organization provides for the achievement of a performant activity (performant support);

- Leadership: efficient style of leadership, supporting individual and collective performance, assuring efficiency conditions (efficient leadership);

- Change: general attitude of the organization towards change reflected in the flexible style, adaptability, initiative, creativity (attitude towards change);

- Performance: performance achieved by the organization, evaluated in relation to the achievement of the objectives, the reduction of costs, the positive image (general performance).

- ES – The questionnaire of employee satisfaction evaluation, a questionnaire with a strong theoretical support, the results of which being able to offer objective information regarding the main elements of interest for the organization.

- WR – The evaluation questionnaire for work reward offers in relatively simple manner highly important pieces of information regarding the way in which the organization motivates its employees to obtain a maximum of performance. Thus, a set of 12 affirmations consisting of posible rewards as a result of good professional activity are subjected to evaluation. The task of the questionned subject is to appreciate on a scale of 1 to 7 how probable it is that these reward

measures to be implemented considering he does his work as well as possible. [5]

3. THE RESULTS OF THE RESEARCH

The results obtained after the questionnaires have been filled out present themselves as follows:

- AC – "Attitude towards change"

As shown in the scores presented in table 1, the three factors analyzed indicate a tendency for the improvement of collective performance, for a more efficient organization of the activity by supporting the economic system and with a lesser emphasis on human values, under the conditions of a relatively conservative attitude open only to minor changes in the management of the organization. [6]

Table 1 Attitude towards change - factors

FACTOR	EXPLANATIONS	MEASURE T SCORE	QUALIFICATIVE
1. Personal	Quite powerfully developed dimension, the employees consider the initiatives are not a priority for the firm's strategy and generally reject them.	2.5	Medium
2. Efficiency	Often solicited dimension, which indicates an orientation of the employees towards productivity-related values, where change is attempted by activating the efficiency and organization -related values.	5.7	Good
3. Conservatism	Mainly conservative orientation, opinions in favour of maintaining the existing situation, admitting small changes, but no major transformations.	2.6	Weak

- MV – "Motivational dominants"

The result of this dimension's evaluation is presented in table 2, its analysis showing that the employees consider the existance needs as a basic motivational dominant, being, however, motivated in a relatively close degree also by achievement needs. This

observation leads us to the conclusion that committing oneself to performance, the tendency to excell in one's activity becomes as important as subsistence, which is in favour of attaining the organizational objectives. [9]

Table 2 Motivational dominants - factors

FACTOR	EXPLANATIONS	MEASURE T SCORE	INTENSITY
1. Leadership (needs of power)	The need to influence the people from one's anturage, to be a superior, to lead and not depend on others.	4.6	Weak
2. Expertise (needs of achievement)	The tendency to excell in one's activity, the wish to pe considered an expert, a professional.	6.5	Intense
3. Networking (needs of affiliation)	The wish an individual has to establish and manifest oneself in friendship relationships with others, the wish to work with pleasure in a pleasant environment, harmonious relations.	5.1	Weak
4. Subsistence (needs of existence)	The preoccupation of the individual for the basic needs for existance (rest, stability, money, food, security etc.)	6.5	Very intense

- WS – "Work satisfaction"

Following the results presented in table 3, we observe that the analysis is oriented both

towards the general aspect of the dimension (general satisfaction) and to particular aspects related to achieving payment, certain

tasks and responsibilities, the quality of work relations etc.

The evaluation shows there is a weak score for the payment and promotion factor, which indicates the dissatisfaction of the employees regarding the reward obtained for their work,

but a good and very good score for the other factors, in such a manner that the degree of general satisfaction is acceptable in what regards one's work and the interpersonal climate existing in the organization. [9]

Table 3 Work satisfaction - factors

FACTOR	EXPLANATIONS	MEASURE T SCORE	INTENSITY
1. Payment and promotion	The satisfaction/dissatisfaction of the employee regarding the reward for his work.	2.3	Weak
2. Leadership and interpersonal relations	The satisfaction/dissatisfaction of the employee regarding the social climate and the work relations on horizontal and vertical.	5.4	Very intense
3. Organization and communication	The satisfaction/dissatisfaction of the employee regarding the way in which work is organized and performed.	5.1	Medium
4. General satisfaction	The satisfaction / dissatisfaction of the employee regarding his work, the reward he receives for his work, the social climate and the work relations on horizontal and vertical, by the way in which work is organized and performed.	3.7	Medium

- OC – "Organizational climate"

The data obtained as a result of the organizational climate's analysis, as resulting from table 4, suggest a clearer definition of tasks (the task factor) is necessary, even if the way of work organization is considered efficient (the structure factor). The relations between employees are perceived as being most often non-conflictual (the networking factor). The medium intensity of the motivation factor suggests a motivational climate in which other efficient motivational strategies have to be approached, the employees considering the resources and working conditions can be improved even

though they are, mostly, satisfying. In what regards the leadership, the intensity of the factor shows the styles of leadership employed are efficient.

The last factor, general performance, is manifested with a medium intensity suggesting the perception of the employees according to which the organization sometimes attains its goals, by using most of the times the resources in an efficient manner, but with a less adequate motivation of the employees, which would suggest the orientation towards employing a new managerial strategy more inclined to human values for the achievement of performance.

Table 4 Organizational climate - factors

FACTOR	EXPLANATIONS	MEASURE T SCORE	QUALIFICATIVE
1. Task	The way to define tasks and objectives, both at the level of the entire organization, as well as for each employee in particular.	5.2	Medium
2. Structure	The way to organize work, with reference to efficiency, flexibility and adaptability of jobs and positions.	5.2	Well
3. Relations	The quality of relations between employees, with reference to communication, collaboration from a professional perspective, non-conflictual climate.	5.6	Well
4. Motivation	Motivational climate existing in the firm, assured by retribution, promotion, competency, development etc.	4.6	Medium

FACTOR	EXPLANATIONS	MEASURE T SCORE	QUALIFICATIVE
5. Support	The resources and work conditions the organization provides in order for a performant level of activity to be achieved	5.3	Medium
6. Management	Efficient style of management, supporting individual and collective performance, insuring the conditions necessary for efficiency.	5.5	Well
7. Change	General attitude towards change of the organization reflected in the flexible style, the initiative and creativity.	5.3	Medium
8. Performance	The performance achieved by the organization, evaluated according to the accomplishment of objectives, the reduction of costs, the positive image.	5.5	Medium

The analysis of the organizational climate on all 8 dimensions has been made using 40

items, and the results of this analysis is graphically presented in figure 1.

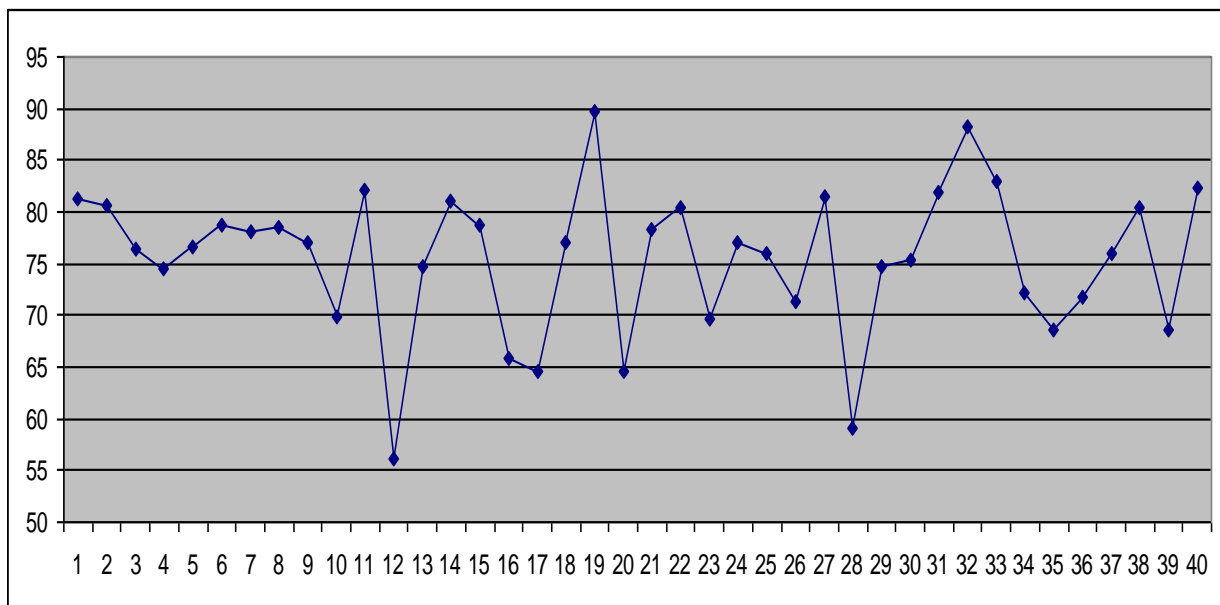


Fig. 1 The graphic of the analysis of the organizational climate using 40 items

• ES - The results given by the questionnaire for the evaluation of the employees satisfaction through the analysis of motivational factors.

1. The profile of the ideal organization (i) – indicates the cultural dimension of the motivational values of the employees,

expressing the portrait of the ideal firm. The results on motivational factors are presented in the table below, where the percentage estimates the number of people appreciating this factor as very important;

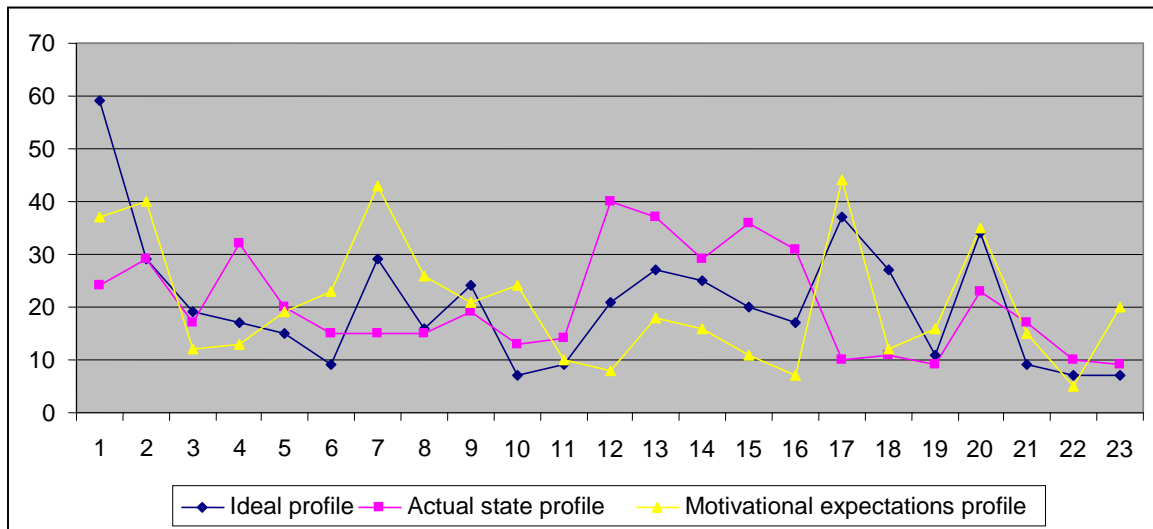


Fig. 2 Evaluating the satisfaction of the employees through the analysis of motivational factors

2. The profile of the motivational achievements in the firm (or of the actual state S) – indicates those conditions which are appreciated as being relatively fulfilled and, as a consequence, which generate satisfaction at an individual and organizational level;

3. The profile of motivational expectations (of social desirability D) – indicate the wishes of the firm’s employees regarding the satisfaction of certain conditions with a motivational action, concurring directly to the increase of the degree of satisfaction in the firm;

<i>How satisfied are you with the current work place?</i>	%
1. <i>I am extremely pleased</i>	6
2. <i>I am mostly pleased</i>	51
3. <i>I tend to be pleased</i>	23
4. <i>I tend to be displeased</i>	14
5. <i>I am mostly displeased</i>	5
6. <i>I am completely displeased</i>	1

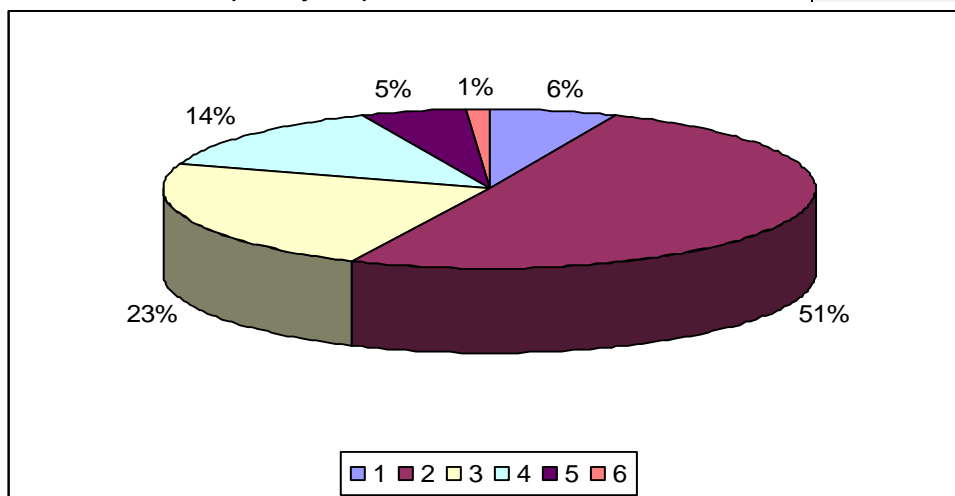


Fig. 3 Percentage repartition of the evaluation of the employee’s satisfaction

The graphical presentation in all three directions is described in figure 2. The scale of self-evaluation of the general satisfaction regarding the current work place

indicated the value of 4.29 meaning 73% of the maximum possible, a well qualificative. The percentage repartition on each type of answer it is the figure 3.

• WR – The results given by the questionnaire for the evaluation of work reward as a source of satisfaction at the work place scores obtained by each way of reward associated to special actions/activities were

expressed in percentages from the maximum possible (figure 4).

<i>“If an employee does his work especially well...”</i>	%
1. <i>Will have more freedom to think and act.</i>	72
2. <i>Will have the chance to perfect oneself</i>	75
3. <i>Will have the feeling of having achieved something valuable</i>	80
4. <i>Will have a greater prestige outside the organization</i>	67
5. <i>Will have a greater prestige inside the organization</i>	80
6. <i>Will contribute to the development of one’s abilities</i>	88
7. <i>Will contribute to the security of one’s work place.</i>	88
8. <i>Will be more appreciated by one’s superiors.</i>	84
9. <i>Will be more respected by the people one works with.</i>	83
10. <i>Will receive a promotion.</i>	62
11. <i>Will receive a better work place.</i>	58
12. <i>Will receive a bonus or an increase in salary.</i>	61

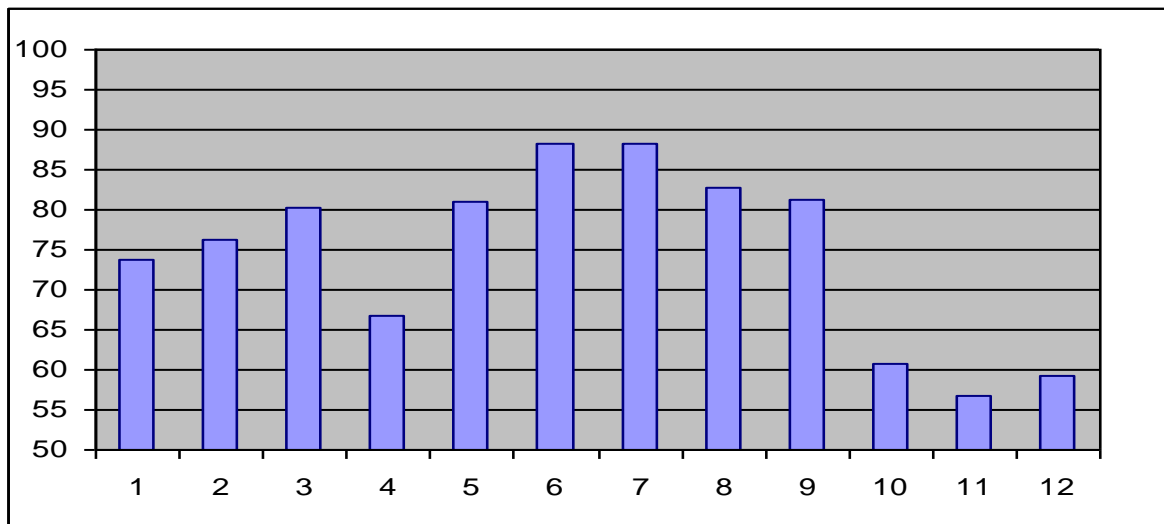


Fig. 4 Evaluating the reward for work as a source of satisfaction at the work place

The average obtained regarding the satisfaction item as a result of the reward for one’s work is of 5.23 representing 75% of the maximum possible.

Starting from the relevant theoretical elements regarding the analysis of the studies centered on this theme and considering the statistical data obtained we consider that:

1. The employees believe that the organization is most of the times adapted to the socio-economic reality;
2. Most employees perceive the way in which work is organized as having a lower flexibility and adaptability of positions;
3. The employees adopt compromise solutions regarding their degree of

satisfaction for the way in which work is organized and performed;

4. Interpersonal relations are perceived as being non-conflictual at most times;
5. The management styles employed by superiors are in most cases efficient;
6. The motivational climate is not based on efficient motivational strategies;
7. There has been noted a dissatisfaction among the employees regarding the wage levels, the opportunities for promotion and other financial rewards;
8. There is a satisfactory degree of contempt among the employees regarding work relations (work’s social motivation seems to be achieved);

9. The people who perceive work as an obligation seem to be less open to change;
10. There have been registered certain tendencies oriented towards conservatism, rather than extreme changes.

4. CONCLUSIONS

The cultural system of the organization follows the line of traditional management and does not favour enough the development of human resources. [5]

The general perception of the employees is that the organization does not make an efficient use of resources, and especially of human resources, neither does it adequately motivate the employees. The employees are dissatisfied regarding the rewards received for their work. [6]

The organization functions in an environment of change and should exploit the existing potential, using motivational strategies so that the employees perceive work in a positive manner, as a factor of fulfillment. [9]

Initiatives for change are presented for the optimization of the motivational system, the improvement of communication skills, the optimization of hierarchical relations and of the relations between employees, the increase in the degree of personal involvement, interventions on the degree of satisfaction of the staff members. [10]

These initiatives would determine modifications in the cultural system of the organization which would lead to a more

efficient organization of the activities performed and, implicitly, would increase the collective performance by a type of management that supports human values and which proves to have a considerable pragmatic value. [4]

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