

A Study on Organisational Climate in the BPO Concern



Management

KEYWORDS : Personnel Policies, Rewards System, Training Programme and Career Opportunities

Ms. R.Devi

Ph.D Research Scholar, Pachaiyappas College, Chennai-30. Asst Professor Dept of Corporate Secretaryship, K.C.S Kasi Nadar College of Arts & Science, Chennai -600021.

Dr.D.Venkatarama Raju

Research Guide, Associate Professor, Department of Commerce, Pachaiyappa's College, Chennai-600030.

ABSTRACT

Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the "culture" of an organization, 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. The present study was undertaken with an aim of understanding the organizational climate prevailing in the BPO concern and identifies the expectation of the employees.

INTRODUCTION

Although there is continuing controversy surrounding definitions of organizational climate, and especially its differentiation from organizational culture, the most widely adopted definition is that of Benjamin Schneider (1975), who defined organizational climate as a mutually agreed internal (or molar) environmental description of an organization's practices and procedures. Within this definition, it should be noted that the focus is on organizational members' agreed perceptions of their organizational environment. This is what distinguishes climate from culture, where the focus is on judgments and values, rather than perceived practices and procedures.

Organizational climate, while defined differently by many researchers and scholars, generally refers to the degree to which an organization focuses on and emphasizes:

- Innovation
- Flexibility
- Appreciation and recognition
- Concern for employee well-being
- Learning and development
- Citizenship and ethics
- Quality performance
- Involvement and empowerment
- Leadership

IMPORTANCE OF HRD IN AN ORGANISATION

Dynamic and growth oriented firm require HRD to succeed in a fast-changing environment. Organizations flourish only through the efforts and competencies of their human resources. Personal policies of the Organizations to provide the morale and motivation of employees high but these efforts are not enough to make the organization dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened and used. When employee use their initiative, task, risks, experiment, innovate and make things happen the organization may say to have a good climate'. Even an organization that has reached its peak has to adapt to changing environment. The entire organization do require the need for process that help to acquire an increase its capabilities' for stability and renewal.

Human Resource Development in the organization context is a process by which the employees of an organization are helped, in a continuous and planned way, to;

1. Develop their general capabilities as individuals and discover and/ or organizational development purpose.
2. Acquire and sharpen capabilities required to perform various functions associated with their present or expected future roles.
3. Develop an organizational culture in which superior – subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and pride of employees.

OBJECTIVES OF THE STUDY

Primary Objectives

- To analyze the HRD climate prevailing in the organization.
- To find out the degree of developmental environment in the concern.

Secondary Objectives

- To identify the employee expectation and requirements.
- To identify the changing needs of the employees.

LIMITATIONS OF THE STUDY

The main limitations of the study are the following:

- The study was restricted only to non- executives.
- The result of the study cannot be generalized.
- The expectation and requirements of employees are ever changing as such the company should be dynamic enough to gauge the changes and to meet the expectations effectively.

RESEARCH METHODOLOGY

The present study of research belongs to the category of 'Descriptive study'. Descriptive studies are those studies which are concerned with describing the characteristics of a particular individual or group. The approach of this research was Qualitative approach. Within the qualitative approach this study belongs to the category of 'inferential approach'.

SOURCES OF DATA

Primary data

The method of data collection was primarily through questionnaires that were handed over personally to the targeted group.

Secondary data

The secondary data for the study was collected from the sources such as journals, magazines, websites etc.,

Size of the sample

The number of samples collected from the universe was 100. The samples were selected as the convenience of the researcher. The 'Convenience Sampling' method was used in the study.

Tools Used

The tools used for analysis and interpretations of data are the following:

- Percentage method
- Weighted Average method
- ANOVA

DATA ANALYSIS AND INTERPRETATION

ANOVA

ANOVA is used to test the difference among the sample mean.

Null Hypothesis (H_0): There is no significant difference in the opinion of the respondents of different designation towards team spirit.

Alternative Hypothesis (H₁): There is significant difference in the opinion of the respondents of different designation towards team spirit.

TABLE NO: 1

X ₁	X ₂	X ₃	X ₁ ²	X ₂ ²	X ₃ ²
22	12	26	484	144	676
7	6	5	49	36	25
6	4	4	36	16	16
3	3	2	9	9	4
38	25	37	578	205	721

Sources of Variation	Sum of squares	Degree of Freedom	Mean sum of Squares
Between Columns	234	2	117
Within Columns	645	9	71.66
Total	671	11	

Ndf=(2,9) at 5% significant level is **4.26**.

Variance ratio = **1.63**.

Inference : Therefore the Null hypothesis is accepted, there is no significant difference in the opinion of the respondents towards team spirit irrespective of the designation.

OVER ALL INTERPRETATION OF ORGANISATION CLIMATE

Q. No	Questions	Weighted Average
1	Year of experience of the respondents.	
2	Department of the respondents.	
3	Age distribution of the respondents.	
4	The top management in the organization goes out its way to make sure that employees enjoy their work.	3.64
5	Development of subordinates is seen as an important part of their job by managers/ officers.	3.78
6	Personnel policies facilitate employee development.	3.84
7	People lacking competencies are helped to acquire it.	3.74
8	Employees are helpful to each other.	4.00
9	Employees are very informal and don't hesitate to discuss problems.	3.78
10	Promotion decisions are based on suitability of the employees rather than favoritism.	3.60
11	Rewards are given to employees for any good work done or any contribution made.	3.66
12	Superior takes special care to appreciate good work.	3.92
13	Appraisal systems are based on objective assessment.	3.70
14	Compensation package is fairly good.	3.28
15	Encouragement to try out the methods and creative ideas.	4.16
16	Training programs are based on genuine training needs.	3.78
17	Team spirit is of high order.	4.28
18	Rewards are always timely and for right purpose.	4.06
19	Changes in the organization are always encouraged.	4.28
20	Career opportunities are pointed out by senior officers	3.84
	Total Mean	72.46

Inference

The above table shows that the overall HRD Climate score is 72.46 by adding the scores of all items, which indicates that a moderate HRD climate with some scope of improvement is prevailing in the BPO organization.

FINDINGS AND SUGGESTIONS

- Among the total respondents 80% were males and 20% were females.
- Majority of the respondents agreed that the development of subordinate is seen as an important part of the job of the superiors.
- It was found that the personnel policies of the organization facilitate employee development.
- Most of the employees that the people in the organization are helpful to each other.
- Almost all the employees felt that their superior take special care to appreciate the good work done by the employees.
- It is necessary to create a climate of trust and good will.
- Inculcating sense of healthy competition between employees and teams.
- Encouraging constructive criticism.
- Anticipating employee needs, aspiration and expectation and taking effective steps to meet them to the extent possible.
- Providing facilities for learning and growth.

- Giving due weight age to meritorious performance in promotion and other decisions concerning employee career.
- Rewarding innovative and creative efforts through financial and non-financial incentives.
- Developing sense of belonging towards the organisms.
- Timely publication and distributed of In-house journal and improving the effective of the channels of communication.
- Positive attitude towards employee grievances and readiness to solve them.
- Enhance employee satisfaction and developing into them a feeling management is fair and just.
- To help individual through performance counseling.

CONCLUSION

The effective performance of organization depends not just on the available resources, but its quality and competence as required by the organization from time to time. The difference between two nations largely depends on the level of quality of human resources. Similarly the difference in the level of performance of two organizations also depends on the utilization value of human resources. Moreover, the efficiency of production process and various areas of management depends to a greater extend on the level of human resource development. This study has attempted to understand to what extend a developmental climate exists in the BPO concern. From the study it has understood that the prevailing HRD climate with some scope of improvement is prevailing in the organization.

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