CHAPTER – I

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

The Climate of the organization is assumed by the employees through organization’s practices and procedures which in turn formulate and shape their priorities. Organizational climate\(^1\), which depends on the perception of organizational members and significantly influences their motivation and behavior, is a conceptual synthesis of characteristics that distinguish organizations from one another.

Organizational Climate is a molar concept which reflects the content and strength of the prevalent values, norms, attitudes, behaviors and feeling of the members of the social system. Organizational climate\(^2\) has been presented as a multidimensional construct with four dimensions, comprising of autonomy and control, degree of structure, rewards and consideration, and warmth and support. Organizational Climate refers to a collective description of the organization. It is most often assessed through the average perception of organizational members. Climate is thought of as perception of the characteristics of the organization. The structure, process and values are the major identifiable dimensions of the organizational climate. Every organization has a personality, uniqueness or climate of its own. Organizational climate is the feel, personality or the character of the firm’s internal environment. More precisely organizational climate is a person’s perception of a host of interacting variables that results in judgment about the climate. Organizational climate describes the members’ perception of their work environment. Looking at existing studies, two basic modes are apparent: one is the macro mode, namely investigation aimed at the organizational climate individuals perceives in the entire work environment. The other is the micro mode, namely investigation aimed at a certain dimension or a certain environment of the organization.

Concept of Organization:

Human Beings have always lived in organized groups. Initially, the group activities were simple like gathering food, migrating or defending security of the group.
The outcome of their group effort was mainly that it gave people a chance to pool their talents and efforts for attaining larger goals such as building and protecting their communities. The group also gives it a distinct identity. Later on, specialized nature of functions enabled individuals to concentrate on tasks that they were best at, instead of doing every task which was required for survival and progress. This sort of group activity requires co-operation without which members may work at cross-purposes and thus miss the benefits of association. To achieve this co-operation and thereby the desired goals, some system of structural relationships had to be established. This type of a system of group relationship built on co-operation is basically the meaning of an organization. In a nutshell, an organization can be seen as two or more people working co-operatively towards a common objective or a set of objectives. This system of co-operational components: the human element, physical element, work element and coordination element. All these components put together collectively can be thought of as an organization. Thus, an organization can be viewed as a social system of co-operation that is designed to enhance individual effort at goal accomplishment.

**Concept of Climate**

Organizations differ in many respects- their goals, ethnic composition of their population etc. yet one can sensor or ‘feel’ the individuality of an organization. Sometimes, this individuality is labeled as the atmosphere of the organization. Other similar commonly used terms are tone of the organization, environment, and personality of the organization or organization’s climate. This ‘feeling’ which enables us to know that one organization is different from another is relatively intangible, yet we have some proof of the atmosphere of one organization differing from that of another. For example, in one organization members may seem relaxed and at ease with each other while in another we may find greater tension which is seen on members’ faces, their speech, how they work etc. In some organizations, the boss may be showing authority and status, generally emphasizing formality in dealing with others, he may be informal in his behavior without reducing the importance of his role in the system.
These subtle differences which characterize the psychological environment are the domains of the climate of the organization. The term ‘climate’ is coined to refer to the general feeling/tone of persons in groups towards each other and some of the attitudes they reveal in their behavior.

**Concept of Organizational Climate**

Organizational Climate is a term that was probably first used by Cornell in 1955. He used the term to denote a “delicate blending of interpretations or perceptions by persons in the organization of their jobs or roles in relationship to others and their interpretation of the roles of others in the organization”. He interpreted organization in the sense of a formal structure. Argyris (1957) used the term ‘personality’ for organizational climate while some others referred the term as ‘a general flow of behavior and feeling’ and felt the organizational climate to be the interaction between environmental and personal variables of members of a group or groups which operate in an organization. Organizational Climate has been measured along dimensions as trust, hindrance, disengagement, spirit, intimacy, aloofness, production emphasis and consideration. Four climatic profiles: the group climate, the developmental climate, the rational goal climate and the internal process climate.

- **Group climate:**
  The group climate is concentrated on internal focus with high trust and morale.

- **Developmental climate:**
  The developmental climate is more externally oriented. Trust and moral are high as well, but the resistance to change is low.

- **Rational goal climate:**
  The rational goal climate is externally oriented to succeed, but morale and trust are lower.

- **Internal process climate:**
  The internal process climate is more mechanical with a high resistance to change, low trust and low morale. The focus lies internal, on staying functioning.
Payne and Pugh (1976), several important characteristics of organizational climate can be noted:

1. Organizational climate is related to the internal characteristics;
2. Organizational climate include: the values, norms, attitudes, behaviors, and feelings of members;
3. Organizational climate influences the behaviors of members; and
4. Organizational climate can be perceived and described.

A group or subsystem climate and state that climate refers to a set of attributes that is perceived about an organization or its subsystems and that may be deduced from the way the organization or subsystem deals with its members and the environment. Climate has evolved from being considered solely an organizational attribute to an attribute that may be subsystem specific (group or individual). The distinguishing mark of climate, regardless of the level of analysis, is that it has enduring qualities, which can be measured, and influences the behavior of organizational members. Organizational Climate is shaped by individuals within a group who interact and share the same abstract frame of reference, organizational culture, as they learn to deal with the organization’s demands. It allows a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers. Organizational Climate can therefore be regarded as a key variable in successful organizations. The organizational climate can be perceived as a factor in the center of circle including culture, ecology, individuals, organizing and social system which surround the organization and as an institution effected by them. The climate surrounding organization shows the good intentions of organization members and their level of loyalty to the organization. The understanding of organization climate also provides an understanding how the different management styles have a great effect on the members of organization, the work achieved by it and the health of it. The quality of attitudes has a great role on the mutual relations and the interactions, but also it is effective in creating working peace and harmony when the expected job is performed successfully. Litwin and Stringer consider climate factors or climate dimensions as the major way in which climate is viewed or conceptualized.
1. **Structure**—the feeling the workers have about the constraints in their work situation; how many rules, regulations, and procedures there are

2. **Individual responsibility**—the feeling of "being your own boss"; not having to double-check all of your decisions

3. **Warmth and support**—the feeling of general good fellowship and helpfulness that prevails in the organization

4. **Reward**—the feeling of being rewarded for a job well done; the emphasis on reward versus criticism and punishment

5. **Conflict**—the feeling that management isn't afraid of different opinions or conflict; the emphasis placed on settling differences here and now

6. **Performance standards**—the feeling that high performance standards or high levels of excellence were evident in the organization

7. **Organizational identity and group loyalty**—the feeling that the group work goal and loyalty to the group are significant matters of importance to the individual worker

8. **Risk**—the sense of riskiness and challenge in the job and in the work

### 1.1.1 Statement of the Problem

Nurses are responsible for a large portion of the health care industry. There are multiple factors that affect Job Satisfaction, Commitment and Retention of nurses. Sources of dissatisfaction include working conditions such as inadequate staffing, heavy workloads, lack of sufficient support staff, inadequate salary and so on. A number of research studies have been conducted with few variables to find whether there is a relationship between Organizational climate, Leadership, Organizational Commitment, Job satisfaction and safety climate among the hospital nurses. The purpose of this study was to investigate Organizational Climate factors among Government and Private hospital nurses in order to advance the understanding of these concepts as well as to comprehend the relationships among them. This research indicates that organizational climate is a useful construct in the study of organization because it aids in the prediction of organizational phenomena and it is a link with other organizational constructs forming a net.
1.1.2 Objectives of the Study

Primary objectives

1. To study the impact of the Organizational Climate, Leadership, Job satisfaction on the Organizational commitment in the context of Nursing Profession.
2. To compare the Government and Private hospital nurses with respect to Organizational Climate, Leadership, Job satisfaction and the Organizational Commitment

Secondary objectives

1. To study the current level of Organizational Climate, Leadership, Job satisfaction and Organizational Commitment in the context of Nursing Profession.
2. To do a comparative study with demographical variables on Organizational Climate, Leadership, Job satisfaction, Organizational Commitment and Safety Climate in the context of Nursing Profession.
3. To study the interrelationship between the Organizational Climate, Leadership, Job satisfaction and the Organizational Commitment in the context of Nursing Profession.
4. To study the mediation effect of Job satisfaction towards Commitment.
5. To study the moderating effect of Government and Private hospital nurses in the relationship.

1.1.2 Scope and Importance of the Study

A Sound Organizational Climate is extremely important for the ultimate achievement of organizational objectives. It affects the behavior of people in many ways. Organizational Climate provides a useful platform for understanding such characteristics of organizations as stability, creativity, innovation, communication and effectiveness. The Nursing Management and the nursing staff were content with the intrinsic factors of their jobs, but were dissatisfied with the extrinsic factors of the organizational climate (Lephoko C.S.P, Bezuidenhout M.C, Roos J.H, 2006). Nurses reported that they were ‘moderately satisfied’ in their jobs with ‘neutral opinion about their retention. Nurses who work in private hospitals were more satisfied and intended to retain their jobs more than nurses in public hospitals (Majd Tawfeeq Mrayyan, 2005). Head nurses perceive
themselves significantly more as transformational leaders than as transactional leaders. Compromise was found to be the most commonly used conflict management strategy (Tova Hendel, Miri Fish M.A, Vered Galon B.A, 2005). Evidence of significant associations between positive leadership behaviours, styles or practices and increased patient satisfaction and reduced adverse events were found among nurses (Carol A. Wong, Greta G. Cummings, 2007). Personal and Organizational characteristics contributed to differences in levels of job satisfaction, organizational commitment. The environment, educational preparation, and personal characteristics of currently employed registered nurses affect their current job satisfaction, organizational commitment, and plans for continuing as a nurse (Ingersoll, Gail L, Olsan, Tobie, Drew-Cates, Jessie, Devinney, Bonnie C, Davies, Jan, 2002). This study would enable the nurses to introspect themselves and to increase their motivational levels. So, the productivity of the nursing professionals will be increased in the hospitals. The significance of this research is to contribute to Hospital Management. The major issue is to avoid the turnover among nurses, identify the climate, and find a method of dealing with the nurses individually. This research will definitely serve as a platform for the hospitals to understand the perception of nurses. Since it is a comparative study it will allow the hospitals to improve their organizational climate and to improve their standards. This Study will enable the Superior nurses to understand the problems easily and build a good rapport with the staff nurses. The Commitment of each and every nurse can be improved by motivating, salary hike transportation facilities and recognition. This Study will also contribute to the Nursing Council of India to take wise decisions and to frame the policies. Thus it ultimately ensures profitability and survival of the organization. And it also forms a model, which can be adopted by other hospitals of its kind.


