This research relates to a very abstract, invisible and highly sensitive topic, organisational climate. Not much attention has been paid till recently by the Indian Management 'pandits' to the topic and its effect on the behaviour of the people working in the Indian organisations.

The author, as the Director of Centre for Developmental Education, (Affiliated to Bangalore University), had been conducting management development programmes, since August 1983, for the executives of industries, banks, government establishment etc, One important training capsule was on "Employee Counseling called "Counsellor Development Programme' meant for managers and others, who have people working under them. Over 14 work shops on "Counsellor Development", alone were conducted. The interaction with the participant managers revealed the significance of organisational climate and its role in shaping the behaviour of the people working within.

Organisations in India, it was the impression gained then, take the existing behaviour of the people for granted. Undesirable and antimanagement or antiorganisational behaviour of the people were suppressed using force, penalty, fine or by monetary or material incentives. In otherwords, they were only treating the disease without proper diagnosise. As a result they were not able to devise any preventure measures either short-term or long-term. The Organisational Climate(OC) of such organisations are not healthy, and can only encourage unacceptable or unpredictable behaviour from the people.
The OC influences the behaviour of the people. The OC is built over a number of years. It is the cumulative effect of the organisational policies relating to the people, Management styles, work environment and so on. The OC cannot be altered or reshaped whenever the management wants. It requires a carefully planned programme of action.

The Industrial Relations Scenario in the Indian organisations is disheartening. The employer-employee gap kept on widening over the years. The employees consider the employers or managers as the exploiters of workers and started treating them as enemies. This deplorable human relations scenario in Indian organisations was the motivating factor to undertake the research.

The author's conviction about the unhealthy OC was further confirmed from the findings of the pilot study undertaken during 1989, at all India level. Many senior and middle level executives were involved in the study. The findings of the pilot study was also the basis for the formulation of the Hypothesis for this research.

The research was confined due to the practical difficulties, to three major companies situated in Bangalore area, Karnataka State. Besides, it was not considered necessary to stretch too much wider geographical limits, for, the nature of the problem generally, is the same in all the organisations in India. Therefore, three sample units representing, three
types of ownerships, public sector, private sector and multinational companies were selected for the study. A fourth unit, known for its innovative management styles and outstanding organisational climate was selected, to project it as the model for healthy organisational climate.

In chapter I, some of the well-known theories dealing with management styles, motivation and organisation structure etc. are analysed. The theories also highlight the importance of the subject and its relevance to the wellbeing and growth of the organisations. The chapter also deals with the gaps between theories and reality. The theories developed in the Western nations, particularly, USA, based on their ethos and social norms, are not true to all societies and cultures. The Indian ethos and society are different in many ways from that of the western world, say USA.

The Hypothesis and a brief statement on the methodology, sampling analysis etc., also have been included in the chapter.

Chapter II gives a brief profile of all the four sample units selected for the study.
Analysis of the responses and findings covering the managerial leadership styles and interpersonal relationship, in respect of the three sample units are dealt with in chapter III. While chapter IV is devoted for the analysis and discussion on the impact of organisation structure on the interpersonal relationships.

The aim of chapter V is to suggest a practical model for creating a healthy organisational climate and effective management of human behaviour. While doing so, a brief report of the far reaching changes that are taking place in American organisations has been presented. This is done because Indian organisations follow the American management model and the management education in India is heavily dependent on American text books. Besides, the findings based on the study at the fourth unit, have been added to the chapter. The Chapter ends with a few recommendations on the action plan to create a healthy organisational climate.

Chapter VI, essentially gives a summary of the findings and conclusions of Chapter III, IV and V. Slightly detailed recommendations, mainly a repetition from chapter V, regarding building up of a positive and healthy organisational climate, forms the second part of the chapter. The highlight is the inclusion of some thoughts from the ancient Indian Scriptures relating to management approaches, management of people, and managerial values.
The study covers a very vast spectrum of human behaviour. A critical analysis of all factors affecting the behaviour of the organisational people was not within the scope of the study. In short, it can only treated as an awareness study. Extensive focussed research on topics such as managerial behaviour or styles, motivational approaches, designing of organisation structure, organisation development, quality of work-life etc is called for, to gain comprehensiver knowledge of the strengths and weaknesses of organisational climate prevailing in Indian organisations.

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