

Question No. 5 Write short notes on the following:**(a) Dimensions of Organizational Climate**

Solution: There have been many studies on dimensions of organizational climate. Such studies have helped us to understand what do influence organizational climate: Likert has proposed six dimensions of organizational climate: leadership, motivation, communication, decisions, goals, and control. Litwin and Stringer have proposed seven dimensions of organisational climate: conformity, responsibility, standards, rewards, organisational clarity, warmth and support, and leadership. They have also emphasized motivational framework of organisational climate. Motivational framework of climate include motives of: Achievement: concern for excellence; Expert Influence: concern for making impact on others; Control: concern for power and orderliness; Extension: concern for others, and for macro issues; Dependency: concern for being in close touch with others in a significant way; Affiliation: concern for building and maintaining close personal relationships. On the basis of review of various studies and discussions with managers, Pareek has identified twelve processes of organisational climate. Let us learn them briefly.

Orientation: Priority of members may range between concern to adhere to established rules, to concern for excellence and achievement.

Interpersonal Relationships: Depending on the pattern of relationship it may lead to climate of clique formation, or climate of control, or a climate of dependency etc.

Supervision: Depending on supervisory style, the climate may be of extension or it may be of affiliation, or even less Managealienation.

Problems : Problems may be taken as an opportunity or irritants; manager may solve problems alone or jointly by the superior and the subordinates. Management of Mistakes: Attitudes towards mistakes may be of tolerance or of annoyance; such attitudes contribute to organisational climate.

Conflict Management: Conflict may be perceived as opportunity or as threat; such perceptions influence organisational climate.

Communication: Direction, dispersement, mode and type of communication influence climate of an organisation. Decision Making:

Levels at which decisions are taken, degree of participation in decision making are the issues, which influence organisational climate.

Trust: Degree of trust or its absence influence organisational climate.

Management of Rewards: Perception about what is rewarded in the organisation influences the organisational climate.

Risk Taking: It is an important determinant of climate. Innovation and

Change: Styles of managing change and innovations are critical in establishing climate