
Organizational Communication: Relationships with Organization Climate and its Impacts – An Empirical Study

G. KALYANI
Sree Chaitanya P.G. College
Karimnagar, A.P.
India

Abstract:

The organizations are compelled to have a sound organizational culture and climate to meet the challenges of dynamic, complex and competitive environment. The organization climate influences the level of effectiveness in communication. To determine the influence of organizational climate on communication, it is necessary to assess the perception of organizational members with respect to various influencing factors like: value system, quality of leadership, the status of interpersonal relationships, level of internal motivation or satisfaction, status of clarity in assignment of responsibility and authority, and feedback system in the organization. Absolute changes are being taken place in various activities such as determining organizational goals, laying down organizational structure, pattern of communication and decision-making processes, shaping of organizational norms and values, enforcing the reward and punishment system, adoption of motivational practices etc. By proper communication and sharing of information, the management takes the employees into confidence and makes them more knowledgeable about problems and policies for the enterprise. The organizational values represent the fundamental beliefs amongst the organizational members which have a definite influence on communication process. Intensity of values and the extent, to which organizational members abide by them, influence the organizational communication.

Key words: Organizational Climate, Communication, Values, Motivation, Organization Culture.

Introduction

Organizational climate is a manifestation of the attitudes of organizational members towards the organization itself. These attitudes are based upon management policies, supervisory techniques, and the “fairness” of management, labor’s reactions to management, and literally anything that effects the work environment. Organizational climate is the summary perception which people have about an organization. It is a global expression of what the organization is.¹ An organization tends to attract and keep people who fit its climate. Climate may be thought of as the perception of the characteristics of an organization.² Communication is considered to be the most important and most effective ingredient of management process. Effective and compassionate communication is the backbone of good inter-personal relationship as well as organizational survival and growth. It plays an important role in all walks of human life as well as organizational life. It is through communication that the workers become aware of their own duties and responsibilities, and their feedback communicated correctly to the management enables the management to make objective assessments about the quality of operations at all levels of the organization. The pattern of communication would depend upon the type of organizational structure. No matter how brilliant and invaluable your idea, it is worthless unless you cannot share it with others. For this reason, effective communication is crucial at every level of an organization. However, the ability to communicate effectively does not come easily to many people, and it is a skill that requires practice. Effective communication is very essential for successful performance of management functions. It is an essential ingredient in management–employee relations.

According to W.R.Spriegel,³ “most of the conflict in business are not basic but are caused by misunderstood motives and ignorance of facts”. From organizational point of view, no group can exist without communication that involves transference and understanding of information. It is only through communication and transmitting meaning from one person to another that ideas can be conveyed and discussed.

Keeping in view the need for assessing the impact of organizational climate on communication process, the respondents were probed on different statement relating to climate and communication status. The list of statements includes two sets of statements. The statement in odd number represents the dimensions of organizational climate (x) and the statements in even number represent the perception of communication process (y) presented in the Table 1. A simultaneous assessment was made on these two sets of statements by collecting the opinion of the respondents on five point scale. To determine the degree of relationship between the two sets of statements, the Pearson’s correlation coefficient statistical measure is used. The average score of each statement was considered as ‘x’ value and ‘y’ values to interpret the result.

The Present Study

The role of organizational climate in influencing employee behavior and effectiveness in functioning appears to be increasingly important in the modern liberalized economy. Liberalization, Privatization and Globalization among corporate sector across the globe has brought in highly competitive business environment not only in economic terms but much more in non-economic terms such as employee’s expectations and behavior. This paradigm shift from stable environment to a more qualitative environment, made organizations to focus more on qualitative aspects. It became imminent for every

organization, both in private and public sector, to have an insight into important dimensions such as communication, cooperation, creativity, participation, motivation, employee satisfaction, morale, participative decision-making, values and norms. The need has come for each organization to distinguish itself from the other organizations in the same business and influence the behavior of organizational members to accomplish the implied objectives. Otherwise, the survival and success are the distant mirages for them. The managements have to play a key role to develop a favorable atmosphere and greater organizational effectiveness. They have to mould each organizational member to fit in the future organization and possess goal directed behavior. Both public and private sectors have no exception to this phenomenon. Thus, organizational climate and communication in the context of changing business world especially among the public and private sector organizations need a special attention, debate and in depth empirical research. For the present study two organizations were selected for sample one form public limited company Tirupathi Cotton Mills (TCM) and other is private limited company Super Spinning Mills (SSP).

Review of Literature

P.C.Tripathi⁴ (1993) views that different aspects of successfully managing organizations, in his studies, he found various factors contribute to its success are individual behavior, group behavior, leadership, motivation, job satisfaction and morale, communication, performance appraisal, organization effectiveness, change and development.

Chandramohan Reddy⁵ (2000) tried to examine the workers' organizational climate and dual commitment in private and public sector enterprises in textile industries in Coimbatore. Four public sector and four private organizations were selected by systematic random sampling techniques. In all

200 respondents were interviewed with the help of a structured interview schedule that comprised questions relating to the personal profile of the respondents and the tools to measure organizational climate, commitment and union commitment. The results showed that the public sector workers perceived their climate as more democratic and are more committed to the organization that the workers in the private sector organizations who perceive their climate as being more authoritarian. However, no such association was found between ownership and union commitment.

Srivasta⁶ (2001) endeavored to analyze the relationship between four dimensions of organizational structure with two dimensions of communication i.e. accuracy and openness, locus of control as personality variable and organizational adaptability. Data were collected from 312 senior and middle level executives from 4 manufacturing organizations belonging to automobile and chemical industries. All variables were measured by using Likert type scale. Multiple regression analysis technique was used for analyzing the data. The results indicated that two structure variables, i.e formalization and task routines and communication openness contributed a lot to organizational adaptability.

Hypotheses

H₀ – There is no correlation between organization climate and communication in both the selected organizations.

H₁ – There is a correlation between organization climate and communication both the selected organizations.

Objectives

1. To know the organizational climate of selected companies.
2. Identify and analyze the communication factors that constitute organizational climate in selected organizations.

3. To give conclusion and suggestions based on the analysis.

Methodology and Source of Data Collection

This study is exclusively made to understand, and analyze organizational climate with communication process among the employees in selected enterprises. The study is basically an empirical one. The data for the study were collected by using both primary and secondary sources. The primary data has been collected by administering the structured questionnaire consisting of various questions related to Organizational Climate and Communication prevailed in the selected organizations. The secondary data were collected from the official records and reports of the selected enterprises and the related literature on the subject has been gathered from journals, website, research articles, published books, thesis and dissertations. As to get first-hand information, Human Resource Managers are also personally contacted and had informal discussions on various aspects of its working and about employees in order to ascertain their opinions.

Sample Size & Statistical Tools

The total size of the sample is 250 employees. 125 employees were selected from each unit. The sample units were selected on a random sampling basis giving each unit an equal choice to become part of the sample. The collected data has been analyzed using statistical tools like averages, correlation coefficient.

Table 1: Impact of Organizational Climate on Communication Process

SL.NO	Statement	Organizations	Average Score*	SL.NO	Statement	Organizations	Average Score*
1	Here values pertaining to mission and goals, work and organizational styles were well defined.	TCM	0.76	11	There is no red tape at all work levels in the organization.	TCM	1.47
		SSP	0.47			SSP	0.93
2	People were well aware of values and efforts were made to ensure adherence to them while communicating.	TCM	0.67	12	The managers communicate the policies, programs to the work force and receiving the upward communication without any delay.	TCM	0.8
		SSP	0.49			SSP	1.18
3	There is a climate for encouraging open and honest communication with an emphasis on the positive.	TCM	0.4	13	There are formal written procedures for every activity performed in the organization.	TCM	1.52
		SSP	1.47			SSP	1.79
4	Most of the employees understand that they can express directly, openly without any hesitation and there is no scope for gossip or rumors.	TCM	0.36	14	Most of the employees are allowed to give formal reporting only. Superiors consider facts rather than ideas and feelings when they receive feedback from subordinates.	TCM	1.57
		SSP	1.21			SSP	1.93
5	All the employees work cohesively with common institutional goals.	TCM	2.44	15	There exists adequate equipment, motivating supervisor and good working conditions in the organization.	TCM	0.98
		SSP	3.16			SSP	1.31
6	Staff in the departments encourages one another in work and information passed from one person to another are	TCM	1.7	16	Most of the employees take the advantage of good equipment, working conditions and educating	TCM	1.03
		SSP	2.96			SSP	1.64

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	never distorted or deliberately made inaccurate.				supervisor for improving their performance during the communication process.		
7	There is a clear definition of authorities and responsibilities, in the organization.	TCM	3.04	17	There is a climate of allowing employees to use their skills and creative ideas on their jobs.	TCM	-0.78
		SSP	3.15			SSP	-0.43
8	Most of the employees understand that the communication made easy and effective due to the clear definition of roles, procedures and channels.	TCM	1.04	18	Most of the employees are allowed to use their feedback skills, listening skills and articulation skills for communication process in the organization.	TCM	0.02
		SSP	1.14			SSP	0.12
9	There is a systematic division of work, coordination of responsibilities and rules and regulations are strictly followed by the organization members.	TCM	-1.27	19	The climate is that the superiors and executives gaining too much importance in the management of the organization.	TCM	2.17
		SSP	-0.4			SSP	2.2
10	Superiors exact the subordinates absolutely as per the rules laid down for communication. Rules are not flexible enough to cope with exceptional cases.	TCM	0.96	20	Most employees experience that there is a little upward communication and in many cases the downward communication carries instructions, advice and ideas rather than providing complete information.	TCM	1.79
		SSP	1.4			SSP	2.32

Source: Primary data collected by administering the questionnaire.

Table 2: Calculation of “r”

S. No	Organizations	X-X̄	Y-Ȳ	(X-X̄) (Y-Ȳ)	(X-X̄)²	(Y-Ȳ)²
1	TCM	-0.51	-0.32	0.16	0.26	0.1
	SSP	0.97	-0.94	0.911	0.94	0.88
2	TCM	-0.87	-0.12	0.27	0.75	0.01
	SSP	0.03	-0.22	-0.006	0.09	0.04
3	TCM	1.17	0.71	0.83	1.36	0.5
	SSP	1.72	1.53	2.63	2.95	2.34
4	TCM	1.77	0.78	1.38	3.13	0.6
	SSP	1.71	0.29	0.495	2.92	2.34
5	TCM	0	0.05	0	0	0.0025
	SSP	-1.04	0.03	-0.03	1.08	0.08
6	TCM	0.2	-0.19	-0.03	0.04	0.03
	SSP	-0.51	0.25	-0.12	0.26	0.062
7	TCM	0.25	0.58	0.14	0.06	0.33
	SSP	0.35	0.5	0.17	0.122	0.25
8	TCM	-0.29	0.44	-0.12	0.08	0.19
	SSP	-0.13	0.21	-0.02	0.016	0.04
9	TCM	-0.49	-0.97	0.47	0.24	0.19
	SSP	-1.01	-1.31	1.32	1.02	1.71
10	TCM	0.9	0.8	0.72	0.81	0.64
	SSP	0.76	0.89	0.67	0.577	0.79

Calculation of Correlation Coefficient (r)

$$r = \frac{\Sigma(x-\bar{x})(y-\bar{y})}{\sqrt{\Sigma(x-\bar{x})^2 \Sigma(y-\bar{y})^2}}$$

Calculation “r” for TCM (Public Sector)

$$\bar{x}=12.78 / 10 = 1.278$$

$$\bar{y}=9.94 / 10=0.99$$

$$r=3.97 / \sqrt{(6.73)(3.34)}$$

$$r=3.97 / \sqrt{22.47}$$

Therefore r=0.83

Calculation “r” for SSP (Private Sector)

$$\bar{x}=14.48 / 10= 1.44$$

$$\bar{y}=14.39 / 10=1.43$$

$$r=5.84 / \sqrt{(9.87)(6.19)}$$

$$r=5.84 / \sqrt{61.09}$$

r=0.74

Analysis

The impact of organizational climate on communication process was studied and compared the relationship between these two variables by correlation coefficient. As the communication is an important component of desired behaviors, measured by the organizations' communication patterns.

- According to the above table the coefficient of correlation (r) is calculated as 0.83 in public sector organization (TCM) and 0.74 in private sector organization (SSP), there is a strong, marked positive relation between organizational climate and communication in both organization. Relatively, a very high positive correlation is observed in case of TCM, a public sector organization.
- A major portion of the employees in both the organizations have positive perception that they are allowed to give formal reporting and the superiors consider the facts rather than ideas and feelings of the subordinates in feedback communication.
- The respondents of TCM (a public sector organization) have a positive perception on the statements relating to the aspects of cohesive tendency, definition of authorities and responsibilities, formal procedures, support of equipment and working conditions, superior's importance, openness etc., the same trend is observed in the responses made by the private sector organization (SSP) employees, but the SSP employees have a strong perception when compared to public sector organization (TCM) employees.
- In both the organization employees have a negative perception on the statements relating to the aspects of coordination of responsibility and division of work by the organization -members?
- The employees of both the organization have a perception that the superiors are gaining too much

importance in the administration and management of the concern.

Conclusions and Suggestions

Proper communication eliminates delays, misunderstanding, confusion, distortion and bottlenecks, and improves coordination and control. It improves productivity by developing and maintaining good human relations in the organization. So, formal communication is the easiest way to communicate in the workplace, because it's all predefined rules by the organizational structure. The organizational chart lays out the reporting structure, line of authority and channels of communication.

- Lack of acceptable behaviors' such as blaming others; focusing on problems rather than solution; allowing rumors, gossip and criticisms to prevail and corrupt the corporate climate.
- Constructive feedback offered on a regular basis helps reinforce the seriousness of purpose in building a result and value-driven organization.
- In modern organization the managers should take into account the formal and informal communication system for improving the interpersonal relationships.
- It is assumed that management at each level must support the organizations value of quality communication.

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