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**Manu Nandal**  
Assistant Professor,  
Department of Management  
Studies, B.P.S.M.V, Khanpur  
Kalan, Sonipat, Haryana,  
India

## Impact of managerial climate on work atmosphere

**Manu Nandal**

### Abstract

Climate is useful within the fulfilment of committed goals of individual, organization and society. Effective performance depends on the sort of HRD climate that gives within the organization. The study was applied among the staff of IT corporations. Proportionate sampling was adopted. Structured form was used to collect the information and also the reliableness was checked using Cronbach's Alpha criterion. The information collected from the executives is subjected to statistical analysis to provide torrent of results concerning HRD practices in IT corporations. From the study it's complete that the organizational climate of staff in IT trade depends upon the key factors like managerial culture, work atmosphere, safety and negotiation.

**Keywords:** Managerial climate, managerial culture, work environment

### Introduction

Set of things that draw attention of HRD in organizations stem from dynamic organizational atmosphere and organizational requirements to adapt and initiate in response to those changes (Gupta, 1988: 13-14). A number of these factors are:

### Managerial climate change

The success of a corporation depends to a large extent upon the capabilities, competence, potency and effectiveness of its human resources. The HRD system is an important tool for management so as to develop a strong capability, ability and responsibility among the staff of a priority. M.N. Kulkarni determined that "HRD is an aid to the economical running of the enterprise". It's now a firm belief that the organizations can improve their effectiveness and productivity through the development of persons. Thus, HRD is that the core of existence and strength of a corporation, no organization is proof against the requirement of HRD to accumulate and increase its capabilities for stability and renewal.

### Managerial climate and managerial goals

Climate is useful within the fulfilment of committed goals of an individual, organization and society. It will increase the capabilities and potency of an individual that is probably going to replicate itself within the long-term in the well-being of the individual sensible reputation of the establishment and ultimately the well-being of the society. Geary Rummmler so determined during this affiliation once having gained expertise in his organization. "I have seen real success in last four years once the HRD perform was managed in opportunities fashion in our organization. Climate developed a transparent plan for what it needed to accomplish and so waited and watched for just the proper opportunity".

### Climate Mechanism

In the field of management sciences, 1980 is known as decade of computers and HRD. this decade is likely to still be a decade of latest technologies in each field as well as human resources. It's currently well recognized that human competence development is a vital pre-requisite for the development of any organization. Climate so ought to be a continuous method within the organizations. But the nature of efforts and investments in developing human resources might vary from organization to organization depending on its need, nature of capabilities the organization desires to create up, the modification process, size of the organization etc.

**Correspondence**  
**Manu Nandal**  
Assistant Professor,  
Department of Management  
Studies, B.P.S.M.V, Khanpur  
Kalan, Sonipat, Haryana,  
India

### **Climate variables**

The managerial climate is assembled if the following variables are endorsed to practice in the association.

- Management's Policy on HRD
- Potential Appraisal
- Organizational development (OD)
- Goal-setting
- Role Analysis
- Performance appraisal
- Career planning
- Executive Development
- Training

Although any systematic or formal method which assists in growing employee capability or helps in employee inspirations and association's climate expansion can be considered as HRD device or sub-system Accordingly, there can be diverse other HRD sub-systems including reassess negotiations, feedback and counselling, communication policies job rotation, rewards, job enrichment programmes etc.

### **HRD Climate**

A vigorous managerial climate is essential for utilizing and captivating employee competencies and to expand employee inspiration. HRD also aims at climate growth. A vigorous climate is one where:

- The free expression of ideas, opinions and suggestions (openness) is encouraged.
- There is promotion of collaboration among various individuals, teams and departments.
- People say what they mean, so what they say, and where people can be trusted.
- Initiate pro-activity and creativity.
- Problems are diagnosed, confronted and solved collectively or individually.
- Every senior sees developing subordinates as his responsibility.
- Seniors support their subordinates and juniors respect their seniors.
- Problems, mistakes and difficult situations are handled with a learning orientation.
- Participation is encouraged.
- Every incident is treated as learning opportunity.
- People have a sense of satisfaction in their work.
- People feel that they are cared for and have a sense of belonging.

HRD aims at initial such an environment through intermittent diagnosis and suitable intervention to reach the managerial objectives. HRD climate is grouped into OCTAPACE culture through above mentioned HRD mechanisms.

### **Objectives of the Study**

- To analyze organizational climate suitable for the HRD objectives, needs, and practices of HRD in IT companies.
- To study the existence of different objectives of organizational climate in IT industry.

### **Hypotheses**

- Different levels of management are independent of different HRD climate.

- The elements of HRD climate and their effectiveness are independent of personal Profiles of executives.
- There is no significant impact of elements of HRD on the HRD climate.

### **Research Methodology**

The objectives of the study are based on three levels executive Top, Middle and Lower. So three questionnaires are formed for top, middle and lower level executives The views of these above mentioned executives are sort through the questionnaire comprising 5 point scales, 5 – Strongly Agree, 4 – Agree, 3 – Medium Agree nor Disagree 2 – Disagree, 1 – Strongly Disagree. Further these questions assured personal demographic variables, questions are asked to the executives according to their limitations. The demographic variables Age, Salary, Educational Qualification, and Total Experience are introduced in the questionnaire. For all the three executives are asked to convey their views about elements of HRD climate. They are also asked to articulate their views on the effect of practice of HRD elements in the association and their grit about managerial goals. In order to conclude the HRD climate the HRD climate statements, are given to the particular executives. These climate statements are created according to the nature of executives. This data got through questionnaire and also interrelate individually with all levels of executives in IT companies. These personal interviews gave helpful and perfect data for further statistical analysis.

### **Sample size**

Sample that is preferred for the study coats all parts management of IT companies in Delhi. Totally 170 employees are particular on balanced random sampling method. Out of the sample, 142 employees only 137 returned the filled in questionnaires and of them 133 only were found useful for the analysis. Hence, the exact sample of the study was 133. The statements in the each questionnaire are chequered for reliability using Cronbach's Alpha Criterion to comprise in the questionnaire and the samples obtained in a random way in those two organizations assure the possibility normal allotment using Kolmogorov –Smirnov Test. The data collected from the executives are subjected to statistical analysis to give torrent of results regarding HRD practices in IT companies.

### **Statistical tools used**

- One sample t-test is applied to obtain the predominant factors of climate and Significant difference among them in the study.
- One-way analysis of variance is used to find the influence of demographic variables on employee behaviour.
- Factor analysis and cluster analysis are applied to obtain the factors of HRD climate and classification of employees.

### **Level of satisfaction of various determinants of managerial climate**

In this study the varied determinants like achievement and choice, training and development, career advancement, wages and allowances, promotion, welfare and social insurance, operating condition, level of employees participation, negotiation, normal of safety, performance appraisal, kind of leadership, work load, communication

facilities, recognition of benefit, authority and responsibilities, human relations, grievances handling as such in the questionnaire have been considered. The respondents are requested to specific their view in 5-purpose scale starting from 1-stronglydisagree, 2- disagrees and 3-neutral, 4-agree and 5-strongly agree. So a one-sample t-test is applied and following results are obtained. The mean values of wages, allowances and promotion transfer policies are in vital and remaining values are extremely important. Thus it's inferred that the staff in organization are in agreement with wages, allowances and promotion transfer. the staff are happy with achievement and choice, training and development, career advancement, wages and allowances, promotion, welfare and social insurance, operating condition, level of employees participation, negotiation, normal of safety, performance appraisal, kind of leadership, work load, communication facilities, recognition of benefit, authority and responsibilities, human relations, grievances handling.

#### **Pre-dominant factors of managerial climate**

Factor analysis is a multivariate tool usually used to shrink huge number of variables into major factors. In this study factor analysis has been applied on eighteen variables to determinants of managerial climate and the results are displayed in the table.

#### **Rotated Component Matrix for Pre-dominant factors of managerial climate**

- Rotation Method: Varimax with Kaiser Normalization.
- Rotation converged in 4 iterations.

#### **Factor one consists of the following variables**

Career Advancement Avenue (.883)  
 Recruitment and selection process (.836)  
 Performance appraisal process (.829)  
 Human relation (.796)  
 Welfare social security (.751)  
 Grievances Handling Procedure (.757)  
 Recognition of merit (.748)  
 Wages and allowances (.724)  
 Training and development (.722)  
 Promotion transfer policy (.587)  
 So this factor is named as managerial culture.

#### **Factor two has been formed through these variables**

Level of workers participation (.846)  
 Style of leadership (.825)  
 Work load (.783)  
 Authority and responsibilities (.749)  
 Working condition (.728)  
 Communication facilities (.512)  
 So this factor is identified as work environment.

#### **Factor three comprises the variables**

Standard of safety (.873)  
 Collective Bargaining Process (.697)  
 Therefore it's appropriately known as Safety and negotiation thus it's finished that the managerial climate of staff in organization depends upon the foremost factors managerial culture, work environment, Safety and negotiation. The staffs expect a contributing climate to offer refined culture, with pleasant work atmosphere. They demand safety and negotiable settlements to their issues.

#### **Findings**

The employees in IT business are united with wages, allowances and promotion transfer. The staffs are glad with enlisting and choice, training and development, career advancement, wages and allowances, promotion, welfare and social insurance, operating condition, level of staff participation, dialogue, customary of safety, performance appraisal, kind of leadership, work load, communication facilities, recognition of benefit, authority and responsibilities, human relations, grievances handling. It's finished that the structure climate of staff in IT business depends upon the foremost factors organizational culture, work environment, Safety and negotiation. The workers expect a contributing climate to offer refined culture, with pleasant work atmosphere. They demand safety and negotiable settlements to their issues. It's inferred that the staff are glad with recognition and facilities and that they are extremely glad with work place, recognition, and encouragement, sharing of opinions, organizational objectives, social relationship opportunities and cohesion within the organization. It's finished that the most objectives of organizational climate of IT business are encouraging developments and facilities and relationships. It's found that 63 percent of the staff are extremely glad with organizational culture, work environment, safety and negotiation and powerfully accept as true with encouraging development, facilities and relationship within the organization. Remaining 37 percent are poorly glad with organizational culture, work environment and safe negotiation and simply consider encouraging development and facilities and relationship. Thus it's finished that on the entire the staff possess sensible organizational climate.

#### **Conclusion**

The organizational climate in IT corporations it's found that the demographic variables like education, age, pay expertise for all level executives within the IT sector organizations are satisfactory and particularly the experience of the staff force the executives to observe HRD to avoid redundant impediments to developmental activities. The commanding executives are substantially great in implementing the HRD parts, management policy in favour of HRD, performance appraisal and organizational development for the graceful conduct of organization.

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