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Organizational Change

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Organisational Climate: A Comprehensive Overview

Welcome to this insightful presentation on organisational climate. We'll explore its meaning, importance, determinants, and measurement, examining the historical context and its global implications.



Hawthorne Experiments and Their Impact

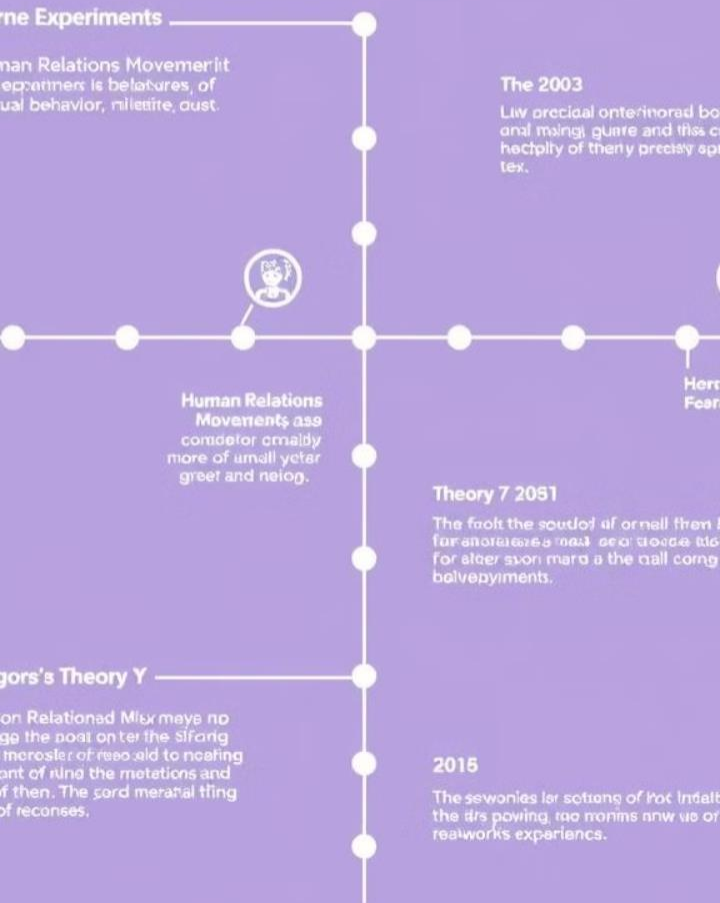
The Experiments

These studies conducted at the Western Electric Hawthorne Works in Chicago explored the impact of various factors, including lighting, breaks, and social interactions, on worker productivity.

Significant Findings

Contrary to expectations, the experiments revealed that social factors, such as group dynamics and worker morale, played a crucial role in worker performance.

The evolution of Organizational Behaviour



Historical Development of Organisational Behaviour

1

Early 20th Century

Emphasis on efficiency and scientific management, with pioneers like Frederick Winslow Taylor and Henry Gantt.

2

1920s-1930s

Emergence of human relations movement with Elton Mayo's Hawthorne Experiments, highlighting the significance of human factors in workplace productivity.

3

Post World War II

Focus on organizational structure and leadership, with the development of theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory.

Global Scenario of Organisational Behaviour

Globalization

Increased interconnectedness of businesses and workforce, requiring adaptability and cultural sensitivity.

Diversity and Inclusion

Organizations are embracing diverse workforces, promoting inclusivity and valuing different perspectives.

Technological Advancements

Rapid technological advancements are changing the nature of work, requiring new skills and leadership approaches.



Organisational Climate: Meaning and Definitions

Shared Perceptions

It refers to the shared perceptions of employees about their workplace, including its policies, practices, and leadership.

Collective Attitudes

It reflects the overall feelings and attitudes that employees have towards their organization and their work environment.





Importance of Organisational Climate



Employee Engagement

A positive climate motivates employees, fosters commitment, and enhances productivity.



Collaboration and Innovation

A supportive environment encourages open communication, collaboration, and creative problem-solving.



Organisational Success

A healthy climate contributes to higher employee retention, improved customer satisfaction, and enhanced financial performance.

Determinants of Organisational Climate

1 **Leadership**

2 **Communication**

Open and transparent communication fosters trust and a sense of belonging.

3 **Rewards and Recognition**

Effective reward systems and recognition programs boost employee morale and motivation.

4 **Work-Life Balance**

Supportive policies and initiatives promote employee well-being and reduce stress.



Role of Organisational Climate in Employee Motivation and Engagement

1

Trust

A climate of trust empowers employees to take risks, innovate, and contribute their best.

2

Recognition

When employees feel appreciated and valued, they are more likely to stay motivated and engaged.

3

Growth Opportunities

Providing opportunities for professional development and advancement boosts employee satisfaction and commitment.

Measurement of Organisational Climate

1

Surveys

Quantitative surveys are widely used to gather data on employee perceptions and attitudes.

2

Interviews

Qualitative interviews provide in-depth insights into employee experiences and perspectives.

3

Focus Groups

Focus groups provide a platform for employees to share their thoughts and ideas about the workplace.

Fostering a Positive Organisational Climate: Strategies and Best Practices



Clear Vision and Values

Communicating a clear vision and values provides a framework for decision-making and guides employee behaviour.



Open Communication and Feedback

Encourage open communication, regular feedback, and active listening to foster trust and transparency.

Definition:

Organizational change refers to the process through which organizations transform their structure, processes, or culture to adapt to new challenges and opportunities.

Objectives of Organizational Change:

- Improve efficiency and productivity.
- Enhance competitiveness and innovation.
- Align the organization's culture with business goals.
- Increase employee engagement and satisfaction.

Impact of Organizational Change

Positive Impact:

- Increased innovation and creativity.
- Improved customer satisfaction and loyalty.
- Streamlined operations and reduced costs.

Negative Impact:

- Employee resistance to change.
- Temporary disruption in workflows.
- Increased stress and uncertainty for employees.

Levels of Organizational Change

Individual Level:

Changes in the behavior, skills, and roles of individual employees.

Group Level:

Changes in team structures, communication, and collaboration.

Organizational Level:

Structural and strategic shifts to align the organization with external and internal challenges.

Approaches to Organizational Change

Lewin's Change Model:

- **Unfreeze:** Prepare the organization for change.
- **Change:** Implement the desired change.
- **Refreeze:** Stabilize the new processes or structures.

Kotter's 8-Step Change Model:

- Create urgency
- Build a guiding coalition
- Develop a vision

Managing Organizational Change

- **Leadership Role:**

Leaders should effectively communicate, manage resistance, and model desired behaviors.

- **Employee Involvement:**

Involve employees early in the change process to reduce resistance.

- **Training and Support:**

Provide training and resources to help employees adjust to changes.

- **Clear Communication:**

Maintain transparency about the reasons for change and its benefits.

Organizational Effectiveness – Concept and Goals

Concept:

Organizational effectiveness is the degree to which an organization achieves its goals while meeting the needs of its stakeholders (employees, customers, shareholders, etc.).

Goals of Organizational Effectiveness:

- Achieve organizational objectives (financial, operational, strategic).
- Increase employee engagement and satisfaction.
- Maintain a positive organizational culture.
- Enhance customer loyalty and satisfaction.
- Ensure profitability and long-term sustainability.

Factors Influencing Organizational Effectiveness

- **Leadership:** Strong leadership ensures clear direction and decision-making.
- **Communication:** Open and transparent communication drives alignment.
- **Organizational Culture:** A culture that fosters collaboration and innovation is essential.
- **Structure:** A flexible structure that adapts to changing needs.
- **Employee Engagement:** Motivated employees contribute to organizational success.
- **Technology:** Efficient use of technology increases productivity.