

# THE ORGANIZATIONAL CLIMATE AS A CORRELATIVE ELEMENT OF THE HUMAN RESOURCES MANAGEMENT

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## ABSTRACT

*The organizational climate is represented by the social and human background where the organization's members carry out their activities in order to achieve the individual and company's global interests. The most important function in the orientation of the organizational climate is fulfilled by the managers by their understanding to solve the company's major problems, cooperation and collaboration within the labor relations.*

*In modern management, the basic idea to obtain high results is given by the human quality as expressed by behavior, attitude and mentality; the leading human is an active factor in the organization, the force that propel the organization towards success.*

*The managerial style essentially depends on the leader's managerial capacity and by the complex of ideas, concepts and prejudices regarding people, behavior and business.*

*In case of disturbing factors, the manager is the one who can provide the team with an attached and coherent behavior, an optimistic moral, to inoculate the confidence necessary to fight these difficulties. On the contrary, an inadequate managerial style determines the inhibition of any initiative, the avoidance of responsibility and a reduced capacity of action.*

**KEYWORDS:** *organizational climate, psychological climate, human resources management, managerial style, leadership, motivation, personal performances, hierarchical relationship, efficiency.*

The organizational climate is represented by the social and human background where the organization's members carry out their activities in order to achieve the individual and company's global interests. The most important function in the orientation of the organizational climate is fulfilled by the managers by their understanding to solve the company's major problems, cooperation and collaboration within the labor relations.

The organizational climate incontestably affects the personnel's morale, revealing the necessity of the manager's permanent concern to develop the best forms of interpersonal relationship, in order to create a favorable working climate for efficiency.

To this sense, a serious motivation is important for the organization's members, to lead the efforts towards achieving the organization's goals. These purposes are realized by the participative management and the subordinates' involvement in decision making.

Participation realizes the will and active spirit to obtain the best results, builds and consolidates the collaborating spirit, while the subordinates' involvement in decision making can lead to accurate solutions, of a high quality with positive effects on the degree of motivation and their acceptance.

The study of the organizational climate amelioration possibilities is relevant searching for adequate solutions in order to improve the reports between managers and subordinates, the employees' responsibility and their conscious involvement in carrying out tasks, stimulating the work satisfactions and efficiency, improving the professional training and rising the attachment of the organization members to the company.

The organizational climate refers to the entire system of social and human characteristics of the organization, considered as a complex system: the practices of decision making, the modalities to stimulate the work performances and their participation in the decision making, the cooperation relationship developed between the departments and individual workers, the type of hierarchical relationship, etc. These characteristics are the result of all participants' interaction to the realization of the organization goals while affecting the activity carried out.

Each employee in the company has an impact on the formation of a certain type of climate, according to the position held in the hierarchical system (of formal authority) or within the informal system. The researches developed by several specialists underlined the fact that managers have the most important function in the orientation of the company's entire climate, having in view that the most important positions of management refer to organizing and coordinating the entire activity, to solve the major problems of the company, to facilitate the cooperation and collaboration within the labor relationship.

**The organizational climate represents the human and social organizational background**, where each work group carries out their activities in order to achieve the individual and company's global interests.

The organizational climate can be considered as specific to each work group, the company's climate as assembly resulting from their summing up.

The concept of organizational climate can be utilized in two different meanings:

- In a **general** meaning, designating general characteristics of the enterprise related to the work groups;
- In a **specific** meaning, designating the organizational background specific to each work group, characterized by general and specific aspects.

Thus, an enterprise can be generally characterized as representing a high level of cooperation in work, being receptive towards the existing points of view, by a positive atmosphere, stimulating for performance; or on the contrary, by tensed interpersonal relationship, suspicion, lack of cooperation, indifference towards performance, towards the employees' social and personal problems.

The terms to provide an adequate organizational climate for performance:

**a) participative practices of leadership:**

- the leaders' receptivity to suggestions and proposals;
- solving the divergences of opinions by means of discussions;
- consulting in decision making that affects each one's work;
- stimulating the members' receptivity towards the situations adopted.

**b) motivating the work:**

- moral, psychological affective and social motivating;
- practices of promoting;
- moral and material stimulation of performance.

**c) quality of organization:**

- modality of establishing the ROF (Regulation of Organizing and Functioning);
- modality to adopt decisions.

**d) focus on human:**

- concerns in order to improve working conditions;
- realization of the concordance between the level of professional training and position held;
- concerns for developing.

**e) technical-material conditions:**

- existence of an advanced technical equipment;
- existence of material resources sufficient to enveloping in good conditions to develop activity under favorable conditions;
- developing new know-how's.

The company's managerial concerns to improve the working conditions, the stimulating the receptivity, creating an atmosphere of encouragement for creativity and innovation and performance are essential to maintain a most favorable organizational climate for performance.

As for the group atmosphere, this must be characterized by a strong moral psychological support, offered to its members; each member of the group must have the sentiment of acceptance and appreciation for his human qualities, for his work, and for the contribution brought to the realization of common goals. The work group must represent a positive human background, stimulating for each member of the group.

Also, the group atmosphere must be oriented towards **professional performances** and characterized by exigency and **professional responsibility**, by providing effective support to each member.

But above all, man is situated in the first place, with all his needs, this is why a particular interest must be given to the employees' **moral stimulation** and a permanent care to maintain a strong motivation in work.

In modern management, the basic idea to obtain high results constitutes the people's quality expressed by behavior, attitudes and mentality; the leading human is an active factor of the organization, the force propelling the organization towards success.

The existence of human relationship between manager and subordinates constitutes a modality necessary to develop an efficient activity. These will contribute to an increase of the loyalty degree towards the organization and its goals.

Any kind of social work on a larger scale needs a conduct of the human activity and a tight collaboration must exist between conductors and executes within this process

**Management** presupposes the art of understanding the human, so that the manager should understand that humans are unique and unrepeatable, having certain interests, ideals, aspirations, levels of culture and education, so that they can work with humans in different ways, as a real conductor.

Mostly important for the management is the social efficiency referring directly to unquantifiable aspects, but with multiple effects on all factors involved in the company's activity, and on the human factor in the first place.

The management social efficiency reflects on:

- the intern climate quality within the company;
- the content and intensity of motivation within the company;
- the fluidity of the hierarchical relationship;
- the intensity of the sentiments of belonging and passion.

The realization of an atmosphere favorable to involvement and self-realization needs the existence of a leadership with an integrating vision, with knowledge in economic and commercial domain, in business, as especially as in the psychological domain.

Maintaining a psychological climate favorable to realizations depends to a large extent on the way that leadership can understand to exercise its functions. Because enthusiasm and desire to work efficiently increases when the leader assumes reasonable risks, without hazardously attaining impossible objectives; only then they explain according each one's understanding what must be done, **why** this thing needs to be done, and **when** must this objective be realized, while the methods, techniques and proceedings to realize these objectives will be left at the hand of the humans who lead their efforts towards that task as a goal of their immediate or future activity.

Many psychosocial studies carried out in different organizations led to the elaboration certain conclusions according to which **managers** can act more efficiently in the activity developed with a view to create and maintain an atmosphere adequate for performance.

Among these conclusions, the one referring to the existence of a mutual confidence between leaders and members of the organization is the most eloquent. The employees receive in differentiated way dispositions from their hierarchical bosses, according to the latter ones' capacity, seriousness, high exigency and principality. The total confidence of those with whom we have collaborating relations can be won only by particular objective merits.

The organization leadership must follow the promotion of competences at all levels, realizing the stimulation of performance; the collective character of the objectives declared, so that a serious motivation of the efforts directed to achievement should pursue the participation of everyone involved when making decisions.

It is important for all the members of the organization to convince that the organization corresponds to the society's needs, and the formation of an activity favorable to an organizational change in accordance with the evolution of society.

The importance of management in obtaining best results in the organization increases, to the extent in which it acts more efficiently on certain psychological traits of human conscience as: will to accomplish an objective, spirit of collaboration, inventively, intransigence towards lack, moral stimulation, sense of responsibility.

In the relationship between manager and collaborators must permanently exist a keen spirit of **principality and legality**, together with the spirit of cooperation, to realize in common and efficiently the objectives proposed. The study of relationship from the regulatory legal positions, between bosses and subordinates show that they can be improved by mutual understanding, professional sympathy, collegiality, mutual support.

It is very important that the manager make himself understood and appreciated at all levels, in all the social contacts that he has to create an atmosphere favorable to obtaining the maximum of possible efficiency.

If the human relationship from equal to equal is usually developed under satisfactory psychological conditions, the human relations from the hierarchical levels raise many psychological issues with possible negative effects.

An aggressive, brutal and impolite manager has negative effects on the subordinates' attitude and development, as well as their mistakes in behavior determine negative effects on the manager's attitude.

The manager's continuous concern is needed to promote the best forms of interpersonal satisfactory relationship for him and for the subordinates as well, and especially for the company's activity where he works.

The managerial style essentially depends by the leader's managerial capacity and the complex of ideas, concepts and prejudices regarding people, behavior and business.

The managerial style more relaxed or strict, more friendly or courteous, rigorous or intuitive has an important proportion in the company's efficiency and prosperity.

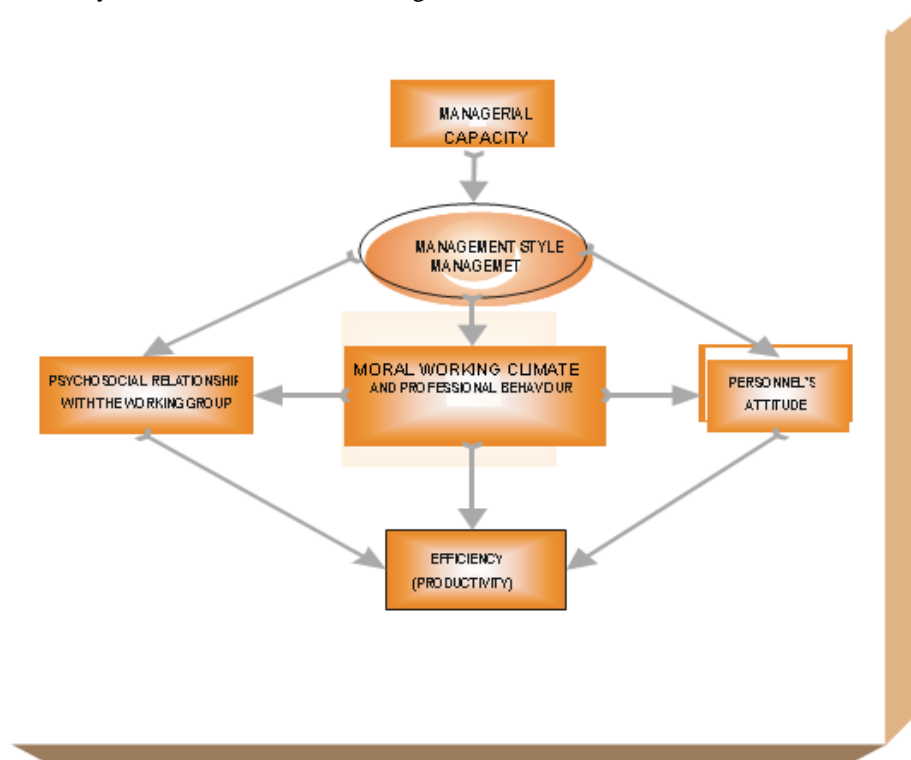
Knowing and appreciating the managerial styles are important for more reasons:

- due to the effects that the leading styles have on the psychological, psychosocial and relational background, within the economic units, and on the results of production, on productivity and profitability of the entire activity;
- due to the influence on workers; the leader's working style can influence the working style of all the subordinates;
- it influences the entire organization, not having only a personal relevance but also an organizational one. Important for the efficiency of the managerial style are the manager's psychosocial relationship with the working collectivity, who sustain and nourish the cooperation within the working group.

These relations determine also the **climate** within the company, being the result of the way in which one communicates and informs, organizes and trains, transmits decisions and exercise control.

In case of disturbing factors, the manager is the one who can provide the team with an attached and coherent behavior, an optimistic moral, to inoculate the confidence necessary to fight these difficulties. On the contrary, an inadequate managerial style determines the inhibition of any initiative, the avoidance of responsibility and a reduced capacity of action

The influence of the managerial capacity on the managing style and on the latter on the working climate, on the personnel's morale, on its behavior and attachment and on the attitude towards work, the work group and the leading style and consequently on the efficiency are reflected in the following chart:



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