The Role of the Managers to Human Resources As A Factor in Building A Strong Climate in Business Organizations

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ABSTRACT

The modern working conditions imply the need for "strong" organizational climate that is characterized by motivated employees that consider their jobs as a challenge rather than as a process which is experienced as an obligation. Treating the employees as intellectual capital, which is the organizational wealth by which the organization develops its competitiveness in the business market, is the dominant factor based on which is built the sense of total commitment and belonging of the individual in the organization, which is becoming recognizable in the environment by the attitude of the individual towards its work experience as pleasure and not as an imposed obligation that must be realized. This condition can be achieved if the managers in business organizations actually have and use the managerial and leadership skills that are essential for building a working climate in which the employee will be treated as the main resource in the business.

Key words: strong organizational climate—business organizations—managers—human resources

1 INTRODUCTION

This research paper is focused on the human resources as part of the overall resources that condition the climate in business organizations and represent a competitive advantage in the modern global system, where they are treated as intellectual capital, which is the cause of all positive or negative conditions in the business organizations.

According to Forehand and Gilmer, “Climate consists of a set of characteristics that describe an organisation, distinguish it from other organisations are relatively enduring over time and influence the behaviour of people in it.” [1]

According to Campbell, “Organisational climate can be defined as a set of attributes specific to a particular organisation that may be induced from the way that organisation deals with its members and its environment. For the individual members within the organisation, climate takes the form of a set of attitudes and experiences which describe the organisation in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome-outcome contingencies.” [2]

Thus, organisational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behaviour and can be described in terms of the value of a particular set of characteristics of the organisation. It may be possible to have as many climates as there are people in the organisation when considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the climate and determining the stability of the work environment. The climate should be viewed from a total system perspective. While there may be differences in climates within departments these will be integrated to a certain extent to denote overall organisational climate. [3]

Organisational climate is a manifestation of the attitudes of organisational members towards the organisation. Researchers have used the data relating to individual perception of organisational properties in identifying organisational climate. Even in this context, there is a great amount of diversity.

Litwin and Stringer have included six factors which affect organisational climate. These factors are:

(i) Organisational Structure: Perceptions of the extent of organisational constraints, rules, regulations, red tape,

(ii) Individual Responsibility: Feeling of autonomy of being one’s own boss,
(iii) Rewards: Feelings related to being confident of adequate and appropriate rewards,
(iv) Risk and Risk Taking: Perceptions of the degree of challenge and risk in the work situation,
(v) Warmth and Support: Feeling of general good fellowship and helpfulness prevailing in the work setting,
(vi) Tolerance and Conflict: Degree of confidence that the climate can tolerate, differing opinions.

Schneider AND Barlett give a broader and systematic study of climate dimensions. They include the following factors:
(i) Management Support,
(ii) Management Structure,
(iii) Concern for new employees
(iv) Inter-agency conflict,
(v) Agent dependence and
(vi) General Satisfaction

Organisational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organisational climate determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organisational climate is directly related to the efficiency and performance of the employees.

The organisational climate can affect the human behaviour in the organisation through an impact on their performance, satisfaction and attitudes. There are four mechanisms by which climate affects the behaviour of the employees. [4]
1. Constraint System: Organisational climate can operate as a constraint system in both the positive and negative sense. This can be done by providing information to the employees about what kind of behaviour will be rewarded, punished or ignored. Thus, behaviour can be influenced by varying degrees of rewards and punishments. Such a constraint system would influence the behaviour of those people who are most interested in those specific values which are assigned to different behavioural outcomes. [5]
2. Evaluation of Self and Others: Organisational variables may affect behaviour through evaluation of self and others. In this evaluation process both the physiological and psychological variables will be associated. Such evaluation will affect the human behaviour.
3. By Acting as Stimuli: Organisational factors can influence human behaviour by acting as stimuli. As stimuli they influence individual’s arousal level, which is a motivational variable directing human behaviour. The level of arousal will directly affect the level of activation and hence performance.
4. By Helping the Individual to Form a Perception: Organisational factors influence the behaviour by helping the individual in forming a perception of the organisation. The perception then influences behaviour. Thus, good organisational climate is instrumental to higher employee satisfaction, better human relations and higher productivity. If employees satisfaction and job performance are to be improved, the management must modify these factors so that the employees view climate as favourable to them. Various research studies also confirm the positive relationship between organisational climate and employee performance. [6]

2 RESEARCH METHODOLOGY

The conditions in the organizations or in the present case in the business organisations in our environment, are characterized with a high degree of de-motivation for many of the employees, which is the cause of alienation and feeling of not belonging in the organization. Current approaches to management that show the need for teamwork, is applied only declaratively, resulting in a lack of unity, which is the basis for successful teamwork. Trust as a necessity is brought on the sidelines, and the everyday imputations, regardless of the thing on what hierarchy level are happening, become our everyday life. Along with this the opportunities for career development of each employee receive dimensions which are not supported at all by what means real value, norms and individual-organizational achievements. Organizations fail to provide the security of the employees, innovation in work become unnoticeable for the work environment, and cooperation is something that is more remote than what impose as necessary the professional framework. Actual results are far from “healthy” working climate. The problem is complex and very complicated. A significant element of it is the appointment of managers/directors of business organisations that do not have or the system objectively makes it difficult to implement in practice the leadership skills that are aimed at building healthy working climate. [7]

In order to spot the thoughts and attitudes of the employees, regarding the need for the right approach in the management or running of the organizations, there were conducted surveys, aimed to capture the opinion of the respondents regarding the need of a healthy organizational climate. Within this questionnaire were embedded statements aimed to see the real picture, how much do the employees perceive their managers as leaders who build strong working climate, yet this part of the questionnaire gave a chance for self-worth of the Directors in terms to consider whether such directors have leadership capabilities that provide conditions for building the necessary working climate. The third part of the research through real and direct statements was designed to provide data on what is the actual working climate in business organisations in Macedonia.

For the purposes of this study there were conducted two surveys on various structures of employees in the organisations, which covered a sample of 224 respondents, in 37 business organisations in Macedonia. The first question has 51 statement, but for this occasion there will be presented the data for only five of them. For the statements set, the respondents expressed their opinions through scale of paragraphs 1 to 5. In addition to the questionnaire are posted 3 statements aimed to facilitate the conduct of a comparative analysis of data obtained by the employees and the managers. The second questionnaire was structured in three types of questions, and on this occasion will be presented the
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2.1 Empirical Research

In the process of collecting data through the distributed tools were evident certain knowledge. Unlike many previous studies, where the authors of this paper were actively involved in the process when the respondents were completing the questionnaires, while answering, there could be felt indifferent attitude of the respondents in the collection of data, whereas in this case it appeared that the respondents of this survey have experienced it as an opportunity to express their views in an anonymous way, the conditions that can be felt as factors resulting in extreme demotivation and alienation in organizations where they work. The received data is fully matched with the positions of those employees in the business organizations where the research was conducted, who because of objective reasons could not be interviewed, but in a direct tete-a-tete communication with the researchers expressed their findings extremely demotivational climate that is present in their organizations, and the factors for such a situation the researchers could easily relate it with those presented in the questionnaire.

In order to spot the views regarding the need for qualification of the manager as a leader, in building objective criteria and instruments that are put in the role of evaluating the performance of human resources, 76% of respondents thought it was a need that day to day or very often should form an integral part of the operations, 12% of respondents think that occasionally needs to be applied, and only 12% have such an opinion that there is no big reason for that.

The statement: “To what extent should the manager build an organizational system which applies the concept of career development according to the principle of equality?” represents a segment in the process of building a “healthy” organizational climate. Career development is developing a sense of belonging in the organization and complete dedication to the work. An equal term is a factor that motivates, stimulates and develops the sense of internal competition in the individual. 75% of the respondents believe that this need should fully or often be a feature in terms of the organization, 13% think it should be an occasional practice, while 12% see no reason for it mainly and not at all to be applied.

In this survey were examined the need for developed methods for evaluating the work and payment system of the human resources. The data once again confirmed the importance of such methods and systems, which are largely determined by the success of the leadership activities. Thus, 81% of the respondents believe that it is complete or common essential activity of the manager/leader, 10% of the respondents think that occasionally needs to be done, and 9% thought that mainly should or it should not at all be a part of the everyday work practice.

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Regarding the proposition aimed to acknowledge the views of the respondents on the need for competence of the manager for setting and applying working standards that
are based upon open communication, consensus in decision making, independence and impartiality in the decision making. For 58% it is necessity for that in any situation should be applied for 24% it often has to be implemented for 12% of the respondents it is an average, and 4% i.e. 2% the need for setting and enforcing these norms, mainly or is not at all of great importance.

The second question: “Whether, in the present conditions, quality is an advantage or a handicap?”, 20% of the respondents believe that it is an advantage, 63% have an opinion that in the present work conditions quality is handicap while the remaining 17% do not have an opinion or do not want to express it, as a result of the fear and uncertainty that they feel as a result of the overall situation in the organization.

The everyday situations in the field of business, with all the states of constant pressure and controls related to the individual, not perceiving the anomalies of the economics as a whole, imposed the need for the question: "Do you feel that your workplace is safe with the decision for full-time job and the real conditions (external and internal assessment, the integral evaluation, as well as the frequent and unannounced audits of educational inspectors)?". To this question 66% responded that they do not to feel that their workplace is safe, 23% have an opinion that their safety is ensured, while 11% did not know or had no opinion regarding this situation.

Job security (without pressure, threats, harassment in the workplace) is a factor for creative and innovative work, which is the basis for efficient and effective process of each employee, that arose the need of the sixth question: “Do the current laws give opportunities for employers to make personal and subjective assessment regarding the employees, and as a result the inability for super-control to cause compliance, mobbing etc.?”. Of all the respondents 60% answered that it is a daily practice in the area of the educational organizations, 30% think that it does not happen in our reality, while the remaining 10% do not have an opinion regarding this issue.
3 DISCUSSION ON THE DATA OBTAINED

The need for "strong" organizational climate is perceived by a high percentage of high-ranking attitudes of the respondents for creating optimal working conditions that represent an imperative for proper management of the human resources who are one of the four factors that affect it. The respondents raised the priority of competence of the managers with leadership skills that allow the practice of objectively defined criteria and tools for evaluating the performance of human resources. The obtained data confirmed the importance of the process of evaluating the performance which is aimed at understanding the causes of the problems in business organizations, as well as identifying the opportunities and the individual needs of the employees receiving a higher form of motivation. In this way the manager builds a picture of each of his subordinates and their abilities and affinities for building a career and professional development. In terms of organization this process is important because it provides an opportunity to determine: some problems in the part which is responsible for staffing in the organization, opportunities to improve the ways of planning in all areas of work, perceiving the degree of balance of the individual and the organizational goals, opportunities to improve the communications at all levels of the organizational structure. All this improves the organizational performance. The organization gets a realistic idea of what resources it has, in terms of human resources, which is an important factor for the adoption of appropriate staffing decisions regarding training, systems of rewarding, motivation, distribution and redistribution of the total human potentials.

Significant results in this research were also obtained in accordance to the need for practicing the previously established methods for evaluation of the work and the payment system of human resources by the manager. Similar are the indicators related to the need for equal treatment of the employees in the creation of conditions for career development. The equal access to every employee creates the conditions for a high degree of motivation, which in turn develops the sense of belonging to the organization. It is a key factor that allows the career development of the employees to put into operation a constantly growing organization.

In the context of building an organizational climate, the respondents emphasized the application of norms of work that are based on open communication, consensus, independence and impartiality in decision making. The good communication provides an opportunity to express their views, allows suspension and respect for different opinions, results in building a community in terms of shared vision, organizational goals, etc., thus creating conditions for resolution of the conflicts with constructive finish. The respondents once again reaffirmed the need to include the employees as part of the teams in the organization, in decision-making, based on previously conducted their own and group analyzes for a given problem.

Taken as a whole, the received data from the first survey reaffirmed the necessity of building a good organizational climate which is a prerequisite for achieving organizational efficiency and effectiveness. The performed comparative analyses of the data collected from the surveyed employees and managers, gives a complex situation of the managers who are unable to objectively assess its own performance, which is the primary determinant of a fair working atmosphere that is far from the real needs for the successful operation of any organization.

The real picture in our environment that can be found with the data obtained from the second survey is complete dehumanization of the process. Job security is brought to the sidelines. Quality of work is seen as a handicap, the benefits that the manager gives are privilege to the individual who accepted the "ideology" that is imposed by the manager. Mediocrity in the work is the most reliable way to stay aside of all unwanted, but regularly applied unethical influences, aimed to marginalize the innovation and creativity of the individual or group. The lackey behavior reaches the maximum value and regularly is "rewarded" with fast professional and career development by the managers or higher hierarchy structures in the organization. The data obtained alert the very bad conditions in the area of the business organizations. A high percentage of the stated views regarding the actual situation leads to organizational climate which is far from the necessary working atmosphere in which the individual will give its optimum operation. If such high rates are added and those respondents did not want to express their views (as a consequence of fear that their managers can learn about their answers, and as a consequence have problems such as a change in the workplace, everyday controls which would have aimed to find a "reason" for fines and even losing their job), and answered the alternative “I do not know”, then it becomes quite clear that there is a real business organizations working climate characterized by malignant pathology, in which the individual is not treated as an intellectual capital but as a means that of various aspects should be used.

4 CONCLUSION

Modern global experiences indicate the need for treatment of the human resources as a capital, which has the greatest value and it should be treated as a determinant that no other resource can replace. This assertion also derives from the words of Andrew Carnegie: "Take my staff, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my staff, and we will soon have a new and better factory". Productivity in the work, mostly, is determined by this resource, which should be treated humanistically, that develops a sense of motivation, job satisfaction and membership in the organization. In this context, Abraham Maslow and Douglas McGregor will say that "only satisfied employees are productive employees".

Realized studies show states in which the workers, the elements on which is based and underlying the organizational climate treat them as indispensable, and from their headmasters expect a much greater degree of leadership behaviors that would go towards building a good working climate.
On the other hand, the directors affected by the subjective self-assessment are convinced that they are good managers who have the leadership skills to build a good climate. The real picture, confirmed by data from the second survey indicate that conditions are far from perfect atmosphere to work in business organizations.

Such a climate can be improved only in terms of setting trained and professional managers, on the highest levels of the hierarchy of the business organization, which will create conditions for the implementation of process of changes in the mental models for each individual (employee or manager) as an integral of the business organizations. Their professionalism should be based on a high degree of personal integrity, for such a person Gilbert Beers says: "creates a certain system of values by which you estimate everything in life." (7) Managers need to reach a dimension of leadership that will create conditions for inspiring or giving energy of the employees to work in the best possible individual and collaborative manner in order to reach a shared vision. Leadership within the managers will provide hope and will restore the importance of the employees and will create an organizational climate with high confidence where human resources will be treated as intellectual capital.

REFERENCES