

Changing Dimensions of Organizational Climate in Organizations Employing Knowledge Workers - An Indian Context.

ABSTRACT:

In today's organizational context Knowledge Workers form the significant portion of employees in knowledge based organizations. Their paradigm is found to be different from the traditional Industrial labor. While the organizational climate dimensions that were considered motivating earlier have moved on to being basic expectations, the organizations are challenged to take a deeper look into the kind of Organizational Climate that is required to nurture these knowledge workers. Moving from the Knowledge Era towards the Consciousness Era, there is a serious need for HR to respond to the changes quickly. This paper gives empirical evidence of this shift and proposes 'CORDS' Organizational Climate as the possible focus for the future.

KEY WORDS: Organizational Climate; Knowledge worker; Transformation in HRD

Introduction

Organizational climate has been defined as “the relatively enduring quality of the internal environment of an organization that is experienced by its members; influences their behavior; and can be described in terms of the values of a particular set of characteristics (or attitudes) of the organization.” (Taguiri and Litwin, 1968, p.27). Worldwide the past decade has seen changes in organizations that have had an impact on the factors influencing ‘organizational climate’. The profile of employees is shifting from ‘skilled workers’ to ‘knowledge workers’. In the Indian scenario, where the number of software professionals is on the rise, the motivational factors of the past decade have become ‘minimum expectations to survive’, let alone grow. This paper, therefore, describes a study conducted in four organizations employing ‘knowledge workers’ as its core employees, in Bangalore City, India. The study focused on understanding the current climate and identifying the kind of climate these organizations required.

The present study intended to seek answers to the following questions.

1. What is the existing level of organizational climate in organizations employing knowledge workers?
2. Do the dimensions of organizational climate need a re-visit?
3. What dimensions should organizations include to get the best from their employees?

Theoretical Construct

Current Scenario

Changes in the current human resources perspective are a part of the global changes and intense competition. The demise of the USSR, resulting in high unemployment and a rigid labour market, has impacted Europe. Southeast Asia is picking up; China is looking up; and India is forging ahead. Japan's industrial invincibility and organizational culture practices are spreading, with focus on ‘quality’. Companies are restructuring, downsizing and relocating to make the best use of global resources and re-engineering job processes to harness new technologies. Large scale mergers and acquisitions, massive retrenchments by multinational corporations, shortening product life cycles and knowledge-intensive sectors have become features of the new economic landscape. (Chandran - PSB Corporation). Internationalization of business resulting in strategic alliances completes this scenario. There is shift in the pace of growth of science and technology. ‘Knowledge’ has become a pre-requisite for businesses to survive. Comparative advantages can be obtained through the application of knowledge.

This economic change has also brought about a shift in the political scenario; policies and growth of nations now focus on getting the best returns on investments, which can grow into mega-ventures and be a leader in technology. Surviving in the global market is becoming important, and governmental policies are geared towards supporting this. Seven key factors that are shaping the workplace include (Batra, Kiran & and Bakshi of SIBM, India) -

1. Reengineering: Companies are continually redesigning work systems to maximize flexibility, efficiency, and effectiveness.
2. Restructuring: Organization charts are being (or should be) dismantled because more and more of the real work are being done by ad hoc teams.

3. Technology: Advances in technology are dissolving most of the traditional boundaries (time and place) around work.
4. Diversity: An increasing percentage of the workforce is made up of people all across the demographic map. The wide range of life experiences, perspectives, preferences, values and styles of this diverse workforce is radically rewriting the most basic tenets of doing business.
5. Globalization: Almost anyone today can buy from foreign suppliers, manufacturers, wholesalers, and retailers; sell to foreign companies and foreign consumers; tap into existing markets; open new markets; start foreign ventures; or take over and reinvent existing business entities.
6. The Virtual Workplace: As long as they have a place to plug in, most people can work almost anywhere and anytime. People are more alone than ever at work, yet more connected than anyone could ever have imagined.
7. Knowledge-Work: There is less and less 'low-skill' work for anyone to do in the new economy. More and more basic tasks and responsibilities require the leveraging of information, skill, and knowledge (and sometimes even wisdom).

Cyber space has made distances immaterial. The market too has adapted to it, throwing up the need for a totally different kind of professionals who can manage the emerging scenario.

Profile of a Knowledge Worker

A knowledge worker is anyone who works for a living on the tasks of developing, or using, knowledge. For example, a knowledge worker might be someone who works at any of the tasks of planning, acquiring, searching, analyzing, organizing, storing, programming, distributing, marketing, or contributing in some way to the transformation and commercialization of information. A term first used by Peter Drucker in 1959, in his book 'Landmarks of Tomorrow', the knowledge worker includes programmers, systems analysts, technical writers, academic professionals and researchers. The term is also used to include lawyers, teachers, scientists and students. The expectations from knowledge workers includes –

- A knowledge worker has to be able to constantly challenge the status quo and the company's old assumptions with data and make it work for the company's strategy and future vision. The 21st century knowledge worker's success or failure is defined by its results.
- An effective knowledge worker needs specialized education. When a truly effective knowledge worker can analyze a situation and determine the best way to effectively make all the decisions, the knowledge is truly an asset to the organization. (Drucker, 1996, p.695-697).
- Knowledge work involves creativity and a knowledge worker should be able to use creativity to enhance a process or come up with a better and more efficient way of refining a process. (Taylor, 2003,p.8)
- "The new technology does make possible the output of more goods with the same number of people. But Automation derives its efficiency and productivity mainly from the substitution of highly trained, high-grade human work for poorly trained or semi-skilled human work. It is a qualitative change requiring people to move from work that is labor-intensive to work that is brain-intensive, rather than a quantitative change requiring fewer people" (Drucker, 1993, p.256).
- "...the new jobs (knowledge workers) require a good deal of formal education and the ability to acquire and to apply theoretical and analytical knowledge. They require a different approach to work and a different mind-set. Above all they require a habit of continuous learning" (Drucker, 1995,p.226).
- These snippets converge on the fact that the profile of the employees is changing and therefore the climate, which can bring the best out of them, also needs to be different.

Organizational Climate

The psychological dimension in the context of industrial organizations pertains to the climate the organization cultivates. Organizational climate is one of the most important concepts to enter into the theory of organizations in this century (Guion, 1973). Modern industrial organizations consist of individuals performing various roles, bound by a set of policies, traditions or conventions, some clearly laid down and some implicitly understood. The various styles of functioning create a unique internal environment within each organization, that gives an identity to the organization. This internal environment is called 'organizational climate' and refers to the human environment within which employees work. It may refer to the environment within a department, a strategic business unit or the entire organization. The climate cannot be seen or touched, but it is like the air in a room; it continuously influences members of the organization. In turn, the climate is affected by everything that occurs in an organization (Pattanayak and Mishra,1999).

Table 1: Other Definitions of Organization Climate (Source: Pattanayak, B. and Mishra, P.K., 1999)

Baumgartel (1971)	A product of leadership practices, communication practices and enduring and systematic characteristics of the working relationship among persons and divisions of any particular organization.
Insel and Moos (1974)	Exerting directional influences on behaviour.
Payne (1971)	A moral concept reflecting the content and strength of the prevalent values, norms, attitude, behaviour and feelings of the members of a social system, which can be operationally measured through the perception of members of the system or through observational and other objective means.
Hellriegel and Slocum (1974)	A set of attributes which can be perceived in a particular organization and/or its sub-systems, which may be deduced from the way that the organization deals with its members.

Evolution of Organizational Climate:

To understand it from the research standpoint, the evolution of organization climate can be classified into four approaches:

- Structural and Objective Approach: Where early researches defined organization climate as characteristic of particular organizations and directed their measurement efforts to the physical characteristics of the organization that people noticed or observed (e.g., Forehand and Glimer, 1964; Friedlander and Margulies, 1969; Schneider and Reicher, 1983). The limitations of this approach in explaining its relationship to behavior led to the emergence of the Perceptual and Subjective approach.
- Perceptual and Subjective approach: Where organization climate was viewed as psychologically meaningful cognitive representations of the situations (James and Jones, 1974; James and Sell, 1981). The failure to recognise the impact of environmental factors on behavior led to the emergence of the Interactionist Approach.
- Interactionist Approach: Propounded by the Gestalt psychologist (Lewin, 1936) that behaviour (B) is a function of the interaction between person (P) and environment (E) ($B=P \times E$). More attention was paid to individual perceptions than organizational characteristics during the 1960's. Litwin and Stringer (1968), described for the first time organization climate as a summary of environmental determinants of employee motivation. They defined organization climate as a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in that environment, which influenced their motivation and behaviour. This represents an interaction between personal (subjective) and organizational (objective) characteristics (Glick, 1985; Schneider and Reichers, 1983).
- Integrated and Refined Approach: The current concept measures varied dimensions of the organization climate to make the assessment practically useful, theoretically rigorous and methodologically perfect. (Sarupria *et. al.*, 1996). During the last two decades, there has been a spate of efforts to conceptualise and measure with this organizational climate construct. (Schneider and Reichers, 1983; Schneider and Hall, 1972; Payne and Mansfield, 1973).

With the evolution of managerial thought and changes in the industrial organization, the dimensions that defined the original climate went through omissions and commissions. The table below gives the details of the dimensions, which were included in the research conducted on organization climate in the last 50 years:

Table 2: Dimensions of Organization climate (Sarupria, Rao, Sethumadhavan, , 1996)

Litwin and Stringer (1968)	Structure, Responsibility, Reward, Risk, Warmth, Support, Standards, Conflict, and Identification (9)
Campbell et al (1970)	Autonomy/ Control, Structure, Rewards and Consideration, and Warmth and Support (4)
Hellriegel and Slocum (1974)	Task, Structure, People and Technology (4)
Muchinsky (1976)	Interpersonal Milieu, Standards, General Affective Tone towards Management/ Organization, Organizational Structure and Procedure, Responsibility and Organizational Identification (6)
Ansari (1980)	Perceived Leadership Style, Support to Personnel and Bureaucratization.(3)

Pareek	Structural Dimension: Orientation, Interpersonal Relationship, Supervision, Problem Management, Management of Mistakes, Conflict Management, Communication and Decision-making (8) Organisation Climate: Achievement Climate, Expert Climate, Extension Climate, Dependency Climate (4)
D'Sousa (1985)	Routine Climate, Task-directed Climate, Supportive Climate, Practical Climate, Purposive Climate (5)
B.R.Sharma	Scope for Advancement, Grievance-handling, Monetary Benefits, Participative Management, Objectivity and Rationality, Recognition and Appreciation, Job Security and Safety, Training and Development and Welfare Activities.
T.V.Rao and E.Abraham (1994)	Executive: Orientation, Quality of Work Life, Leadership, Management of Change, Empowerment, Problem-solving and Decision-making, Conflict Management, Creativity and Innovation, Communication, Image, Customer Service, Role Efficacy, Goal-setting, Appraisal and Counselling, Career Planning, Training, Rewards (16). Non-executive: Teamwork, Industrial Relations, Service Conditions, Managerial Style and Leadership, Career Planning and Development, Training, Image and Belongingness, Work Ethics, Customer Orientation, Worker Participation, Communication, Task Clarity and Appraisal. (12)

Organization climate, being established as measurable, was also researched to find out its areas of influence on the employee. The studies have been context specific, such as in Hospitals (Wallace, Inancevich and Lynn, 1975), University Dorms (Moos, 1978), Schools and Colleges (Halpin and Crofts, 1973), Catholic Dioceses (Schneider and Hall, 1972), Government and Business Organisations (Schanke, 1983 ; Solomon, 1986).

Studies relating organisation climate to other human factor related issues have been as under:

1. Steiner (1965) and Pels and Andrews(1966) studied the relationship between organization climate and the creativity of professional employees.
2. Litwin and Stringer (1968), through their research, suggested that organisation climate may have differential effects on individuals, depending upon the motives of these individuals. They demonstrated that people with a given motive work best in climates conducive to that motive.
3. Schneider and Bartlett (1968,1969,1970) suggested that an individual's readiness for particular organizations is a function of his previous general experiences and experiences specific to organizations.
4. Hall and Schneider (1973) proposed relevant climate characteristics for providing opportunities for psychological success to be –
 - Independent setting of work goals - Supporting studies are from McGregor (1960, 1967); and Argyris (1957, 1964).
 - Determining one's own means of attaining work goals.
 - Challenging work goals - Supporting studies from Atkinson (1958)
 - Personally valued work goals - Supporting studies from

A review of the literature given above goes to show that 'Organizational Climate' has had a major impact on employees and it needs closer attention in the 'knowledge era'.

The Origin of this Study

The present work was part of a major study aimed at understanding the various factors that influence knowledge workers undertaken in 1998–2000, because often the changing scenario is 'perceived' by the HR department, but requires systematic study to 'understand'. The selected sample was administered the HRD Climate Questionnaire (Rao and Abraham). The analysis of the study threw up realities about the expectations of knowledge workers, and the extent to which organizations are meeting their needs. This brought to the fore the question: What dimensions aid in creating an effective organizational climate in the current scenario? The profiles of knowledge workers and studies on future requirements of managers have led to the formation of five critical dimensions.

Aim of the Study

1. To understand the current level of climate in organizations that employ knowledge workers and the extent to which each dimension of the climate is able to meet the requirement of the knowledge worker.
2. To identify the critical dimensions that organizations need to focus in future in enhancing the Organizational climate

Universe of the Study

The study focused on Bangalore City. Known as the 'Silicon Valley of India', knowledge workers form the core employees of several organizations in Bangalore. Electrical, electronic and information technology-based organizations were selected for the study.

Questionnaire used

The questionnaire survey method was used to collect data. The instruments that measure the organizational climate in the Indian context are customized to cater to specific types of organizations and employees. Some significant ones are Organizational Climate for Executives (Rao and Abraham), Motivational Organizational Assessment (Pareek), HRD Climate Questionnaire (Daftuar), and HRD Climate Survey (Rao and Abraham).

The HRD Climate survey (Rao and Abraham) compared positively with most of the acclaimed climate questionnaires from abroad (Litwin and Stringer (50 items); Downey, Hellriegel and Slocum (54 items); Sims and Lefollette (50 items); Muchinsky (50 items) instruments. This instrument is easy to administer and is generalist in nature. This instrument has been widely used in varied kinds of organizations and also for purposes of organizational diagnosis. Therefore, this instrument was selected. The purpose of the instrument is to study the HRD climate and for organizational diagnosis. This instrument consists of 38 items on a five-point scale to measure twelve dimensions like:

1. Positive Problem Solving,
2. Recognition and Reward (Extrinsic and Intrinsic),
3. Growth and Development (employees),
4. Innovation and Change,
5. Experimentation,
6. Interpersonal Openness and Risk-Taking,
7. Top-Management Commitment to HRD,
8. Commitment to Competence Development,
9. Personal Policies,
10. Positive Attitude and Objectivity,
11. Developmental Climate,
12. Interpersonal Helpfulness and Team spirit.

Though this instrument was initially based on twelve dimensions, each of the questions explores specific dimension of the Organizational climate. The interpretation of the score indicates that higher score on the dimension indicates better perception of climate. At the theoretical level, the mean scores for each item ranges from 1.0 to 5.0.

1.0 = Extremely poor HRD Climate

2.0 = Poor HRD Climate

3.0 = Average HRD Climate

4.0 = Good HRD Climate (This is desirable level).

5.0 = Extraordinarily good HRD Climate.

Overall Climate: Add the score on all the thirty-eight items and divide by the same number.

Percentile Score: The mean score of one indicate zero percentage, mean of two indicate 25 percentage, three means 50 percentage, four corresponds to 75 percentage and lastly five indicate 100 percentage (Percentage score = mean score - 1x25). It is desirable for organization to have percentage scores above 50 on each item as well as overall. Companies having percentage scores above 60 are indicative of reasonably good development climate.

This instrument has been widely used in a large-scale public limited company, which is multi product and multi location with largest shareholders in the country, 801 employees of 14 banks, and 52 companies of India. This instrument is widely used as one of the important component of HRD audit in many industries in India.

Sampling

Of the 67 electronics engineering and 110 software and telecommunication organizations fourteen organizations were selected, using the inclusion-exclusion criterion. Four organizations opted for the study. The entire population was stratified based on the departments. Within each stratum the senior, middle and junior management categories were grouped based on the designation parameter relevant to the hierarchical structure of the organization. Departmental specifications were also taken into account.

A systematic random sample of 40% of the total population was selected after discussions with the concerned HR executives as the ideal number that would be feasible for the organizations to provide for the research study, in the time available. To maintain confidentiality as well as blindness in sample selection the serial numbers and the employee code numbers were used to generate the random number. Of the 40%, 5% of the total population (47 respondents) were unable to complete the questionnaire for various reasons. Therefore, the effective coverage was 333, i.e. 35% of the total population.

Analysis and Results

With the shift in the paradigm of industrial organizations, there is a definite change in the organizational climate. From 'performance-oriented welfare' the climate has moved to 'developmental', being positive towards problem solving, providing opportunities for learning, experimentation, innovation and change. These are critical success factors. The knowledge workers carrying the tools of production within themselves require a motivating, emotionally satisfying and rewarding climate. The policies have to reflect the climate powerfully. The HRD climate survey (Rao and Abraham) contains 38 items covering twelve dimensions. At the theoretical level, the scores on each of these 38 items range from 1.0 to 5.0. The analyses have been done based on the ratings of the respondents on all the 38 items on a five-point scale. There are predominantly twelve dimensions covered by the instrument, but under the instructions of the author, since each of the 38 items represent one specific aspect of the dimension, the score has been taken in totality, including all the 38 items. The percentile score on all the 38 items are obtained using the formula (percentile score = mean score-1x25).

The HRD climate has therefore been classified based on the scores in the following manner:

1. Very poor HRD climate - Score of 0 - 38
2. Poor HRD climate - Score of 39 - 76
3. Average HRD climate - Score of 77 - 114
4. Good HRD climate - Score of 115 - 152
5. Extra-ordinarily Good HRD climate - Score of 153 - 190

Profile of the Respondents

Using a questionnaire survey method the personal profile of the respondents was mapped. The findings revealed that they are predominantly young (with 21-30 yrs) and professionally qualified with technical/ postgraduate degree. They are in Junior and Middle management. They are career oriented and expect to attain faster growth. Nearly three fourths of the sample turned out to be male and one fourth were female. The career profile revealed that the knowledge worker is different from the profile of a traditional employee. The organizations have flat structure and the career growth opportunity to climb in the corporate ladder is higher. In commensurate with that, the compensation scales are higher too. The ANOVA results revealed that the profile of the respondents has significant variance in personal profile, financial status and in career profile.

The Organization Climate Findings

Table -3: HRD Climate rating of the four organizations studied

Slno	Extent of HRD Climate	A		B		C		D		Overall Score	
		M	SD	M	SD	M	SD	M	SD	M	SD
1.	Very poor HRD Climate	--	--	--	--	--	--	--	--	--	--
2.	Poor HRD Climate	--	--	--	--	--	--	--	--	--	--
3.	Average HRD Climate	113.2	0.5	108.7	4.4	104.0	6.6	102.9	9.9	104.3	9.1
4.	Good HRD Climate	131.0	12.5	136.7	8.4	132.1	10.2	133.4	9.9	133.5	10.0
5.	Extra-ordinarily Good HRD Climate	161.2	8.1	163.3	8.9	162.2	9.1	161.8	7.6	162.2	8.1
6.	Overall Score	135.2	19.9	137.6	17.3	133.9	17.1	128.4	19.9	131.7	19.0
	Percentile score	63.9		65.5		63.0		59.4		61.6	

The results indicate that no organization has been categorized under poor and very poor categories. The general HRD climate ranges from average to extraordinarily good. ANOVA results reveal a significant difference within and between the groups. The percentile scores indicate the level of satisfaction. According to the author, any score above 50 is considered to be good HRD climate. The overall percentile score is 61.6. Therefore we can infer that all the four organizations provide good HRD climate to the respondents. Nevertheless, while Organization B seems to take the HRD climate to a higher level Organization D falls 2.2% short of the overall percentile score indicating that there are more dimensions that need attention. Knowledge workers being sensitive, the high level of understanding of these managements has made organizations aware of the need to provide a good HRD Climate. Annexure - 1 gives the overall percentile scores and the areas in the HRD climate arranged in descending order. 26 out of 38 items in the questionnaire have 60% and above percentile score. The dimensions generally above 60% are in the areas of learning, interpersonal helpfulness and team spirit, delegation and development of juniors, intrinsic rewards, top management's commitment to HRD, positive problem solving and competence development. The ANOVA results on the 38 items reveal significant differences in 26 items between and within the groups studied.

From the data that has emerged from the HRD climate, it can be deduced that the respondents acknowledge the existence of an "above average" to "good" HRD climate in the organizations. These largely take into consideration the importance given to the 'human factor' in the organization and the need to create a psychological environment for the 'human factor' to excel. To create a facilitative climate each organization has taken its own route and formulated its own orientation on building systems and processes. Along the lines of management evolution, importance has been accorded to the psychological environment. The position of the respondents, their functional category and the training exposure play a significant role in the level of internalization of organizational climate. Data reveals that the senior management seems to have internalized the climate the most because of supportive and facilitative factors like learning and development through training. The organizational climate views the 'knowledge needs' of the knowledge worker more, and therefore has a high orientation towards performance, competence building, skill/technology training, policies and extrinsic reward mechanisms. The organization that has been able to include the employee's needs more holistically has more conducive organizational climate than the others. Further, the very position of organizational climate seems to have gone through a change. In a traditional organization the focus on organizational climate itself was viewed as something over and above what needs to be offered to an employee. It was considered a motivator and an achievement of the organization to create a climate with 50% satisfaction. But in today's knowledge industry the minimum expectation seems to be at the level of 'good'. This has shifted to being a basic maintenance factor that knowledge workers expect to be provided with, for their existence in the organization. The dimensions, which measure the organization climate, have to go through a change. When "good" becomes the minimum expected, the scales need to be enhanced.

The Key Dimensions proposed

The survey conducted by the Economist Intelligence Unit (March 2005) lists the characteristics that organizations look for in their most talented young managers to be Excellent people skills, Innovativeness/openness to new ideas, Honesty and Integrity, Communication skills, Strategic Vision, International knowledge/ability to manage across cultures.

These skills are also most lacking among the organization's talent and would be so in the next five years to come. In a study on the Knowledge workers feeling of Belongingness, Shared Vision, Alignment of Personal and Organizational Values, Emotional Satisfaction, Development, Value for Contribution were some of the key factors that impact the most (SamPATH, K., 2000).

Therefore, the proposed organizational climate dimensions are termed as 'CORDS' –

C = Convergence and Connectivity

O = Openness to new ideas / innovation

R = Relationship Orientation

D = Development and continuous knowledge updation

S = Sensitivity

Convergence and connectivity

Today's organizations need convergence of all its resources for optimization. For convergence, its vision has to be strong and values integrated in the employees. 'The ability to connect with data, and be there before anybody else' (SamPATH, 2000) can aid in the survival and growth of organizations. All functions have to be

integrated and focused towards the realization of the vision. Convergence has to happen at multiple levels; from operation to culture.

Openness to new ideas/innovation

Today's need is for an organization to 'learn to learn'. Learning cannot happen without openness. The speed of change dictates the growth potential of an organization. Competition is high and the climate needs to foster and stimulate new ideas and innovation continuously.

Relationship Orientation

The 'working style' of knowledge workers involves both independent and team effort. In the virtual world the need to understand and relate to each other has changed forms and gained importance. The performance of the Australian cricket team goes to show the role 'relationship' plays in making a team win. The transactional cost of the organization emerging from the energy spent in communication is often not considered. If the most sought after skill is 'people skills' in the next five years, then this dimension has to be given importance.

Updating and development of knowledge

Along with openness organizations have to focus on employee development too. Unlike the manufacturing economy where physical products were traded, today ideas are traded. This requires updating one's knowledge continuously. Knowledge needs to be 'understood' for real development to take place. In a survey in *The Economist* (March 2005) both organization and individual are shown to be equally responsible in developing the competencies required for the future.

Sensitivity

Organizations have moved from the Agrarian Era to the Industrial Era to today's Knowledge Era in the last century. The Knowledge Era is now ushering in the Era of Consciousness (Studies on Indigo Children; Presentations of Richard Barrett etc.). Knowledge workers in this era are highly sensitive and want to be 'understood' than be 'explained'. HR policies in organizations need to be tuned towards being 'sensitive' rather than merely 'responsive'. The myriad individual needs of the knowledge worker have to be taken into consideration. The psychological climate of the organization should build in a different level of sensitivity for which an enhanced level of consciousness is expected.

HRD Implications

The findings of the study and the proposed organization climate dimensions have far reaching implications on HR policies, organization structure and its functioning. A better understanding of the expectations of the knowledge workers enables better HRD. The focus should be preparing them for the Era of consciousness and the least that the organizations can do is to create right climate for it. Climate is the all-pervading support for employees to perform at their best. Therefore a climate conducive and supportive to the knowledge worker is expected to get the best out of them. One way is to let knowledge workers demand this over a period of time. The other is for the HR department to wake up and become more perceptive to the requirements. The latter would be a better option.

Conclusion

Though the research study is limited to four organizations, the data is revealing enough to think along the lines of new dimensions that need to be focused while building organization climate. The study has thrown open the expectations of the knowledge workers and therefore the areas of focus for the HRD professionals. The researcher's future actions include development of an instrument that can measure these dimensions (CORDS) and collect large-scale data from organizations employing knowledge workers. This will enable HR practitioners and organizations to understand the employees better and build appropriate retention strategies. This calls for a transformational change from competence building to addressing the 'self' of the knowledge worker.

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Annexure – 1

Overall HRD Climate Percentile Scores of the Four Organizations.

Sl.no	Items	Percentile score
1	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	73.19
2	People in this organization are helpful to each other	72.37
3	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	70.19
4	Employees are not afraid to express or discuss their feelings with their superiors	69.44
5	The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	68.46
6	Weaknesses of employees are communicated to them in a non-threatening way.	68.01
7	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	67.04
8	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	66.59
9	People trust each other in this organization	66.51
10	Employees are encouraged to experiment with new methods and try out creative ideas	66.44
11	Employees are not afraid to express or discuss their feelings with their subordinates.	66.36
12	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.	65.31
13	Team spirit is of high order in this organization.	65.31
14	When an employee does good work his supervising officers take special care to appreciate it.	
15	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	64.26
16	Employees are sponsored for training programmes on the basis of genuine training needs.	63.36
17	Senior officers/executives in this organization take active interest in their juniors and help them learn their job.	63.36
18	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	62.61
19	Development of the subordinates is seen as an important part of their job by the managers/officers here.	62.01
20	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	61.63
21	Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.	61.41
22.	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose	61.26
23.	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	60.88

24	Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.	60.81
25	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism	60.81
26	When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.	60.36
27	The top management of this organization goes out of its way to make sure that employees enjoy their work	59.98
28	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	59.68
29	The personnel policies in this organization facilitate employee development.	59.31
30	Employees returning from training programmes are given opportunities to try out what they have learnt.	58.55
31	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	57.95
32.	The top management of this organization makes efforts to identify and utilize the potential of the employees.	57.80
33	When behaviour feedback is given to employees they take it seriously and use it for development	55.40
34.	There are mechanism in this organization to reward any good work done or any contribution made by employees.	51.72
35	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	49.70
36	People in this organization do not have any fixed mental impressions about each other.	49.17
37	Career opportunities are pointed out to juniors by senior officers in the organization.	48.87
38	Job-rotation in this organization facilitates employee development.	46.84