



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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## IMPORTANCE-PERFORMANCE ANALYSIS (IPA) TO EXPLORE ORGANIZATIONAL CLIMATE – EMPIRICAL EVIDENCE

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### ABSTRACT

The organizational climate plays a vital role for the excellent performance of any business. For the better positioning and improvement of any organization, it is necessary to evaluate the environment of the organization. To ensure the organizational effectiveness of the software industry, it is essential to do research on the existing organizational climate issues of the industry. This study explores and identifies the dimensions of organizational climate for a software company through Importance-Performance Analysis and Factor analysis.

### KEYWORDS

Climate, Dimensions, Explore, Importance-Performance Analysis, effectiveness.

### INTRODUCTION

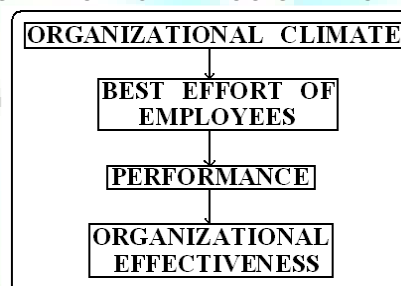
Organizational climate is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization. An organizational climate study enables a successful organization to operate more efficiently through the use of worker input and satisfaction ratings. Organizational climate surveys increase productivity. It also serves as a basis for quality improvements. By identifying areas of inefficiency and acting on performance barriers identified by employees of all levels, an organization gains a fresh and different perspective. Thus, Climate have very strong influence on the

Individuals in an organization in terms of job performance, work attitudes.

Many researchers have applied Importance-Performance Analysis (IPA) to identify the critical performance attributes in customer satisfaction survey for products and services (Hawes and Rao, 1985; Yavas and Shemwell, 1997; Enright and Newton, 2004). Based on the research that's already made in the Marketing field, the researchers have applied the IPA model in the Industrial and Organizational psychology/Organizational Behaviour domain to identify the pivotal dimensions of organizational climate.

Hence, the researchers of this study have adopted this IPA model to identify the dimensions of organizational climate for a software company following an organizational climate survey. Based on this, corporates can make rational decisions about how to best use the organizational climate attributes to attain organizational effectiveness. Thus, the paper explores and identifies the areas where in the company should pay attention through Importance-Performance Analysis (IPA).

FIGURE-1: ORGANIZATIONAL CLIMATE TO ORGANIZATIONAL EFFECTIVENESS



### LITERATURE REVIEW

A considerable amount of attention in the past 30 years has been concerned with the topic of organizational climate and its effect on employees' behaviors and performance in the organization (Andrews and Kacmar, (2001) Ashkanasy et al. (2000) Carr et al. (2003); Lawler et al. (1974); Rhoades and Eisenberger (2002) Shadur et al. (1999); John J Starbuck (1976)). Carr et al. (2003) points out that Climate perception are seen as a critical determinant of individual behavior in organizations. Climate is important as it is seen as influencing day-to-day job experiences (Schneider and Hall, 1972). Forehand and Gilmer (1964) defined Organizational Climate as a 'set of characteristics that (a) describe the organization and distinguish it from other organizations (b) are relatively enduring over time and (c) influence the behaviour of people in the organization'. Gregopoulos (1963) defined Organizational Climate as a 'normative structure of attitudes and behavioural standards which provided a basis for interpreting the situations and act as a source of pressure for directing activities'.

In their extensive research work Litwin and Stringer (1968) introduced a very comprehensive framework of Organizational Climate. They provided six dimensions of Organizational Climate that include i) structure ii) responsibility iii) reward iv) risk v) warmth and vi) support. Campbell et al. (1970) gave the most appropriate definition for organizational climate as: 'set of attributes specific to a particular organization that may be induced from the organization, deals with its members and its environment'. A number of studies by Dennis Rose and colleagues (2001-2004) have found a very strong link between Organizational Climate and employee reactions such as stress levels, absenteeism, commitment and participation.



Practitioners apply IPA to analyze two dimensions of service attributes: performance level and importance to customers. Analyses of these dimension attributes are then integrated into a matrix that helps a firm to identify primary drivers of customer satisfaction and, based on these findings, set improvement priorities (Matzler et al., 2004).

**OBJECTIVE OF THE STUDY**

1. To identify the thrust of organizational climate attributes in an IPA matrix.
2. To identify the factors influencing the organizational climate.
3. To give recommendations to improve organizational climate of a software company.

**RESEARCH METHODOLOGY**

Based on the extensive literature survey, the various attributes of organizational climate are taken as base for analysis. These attributes are measured with seven point Likert Scale. The trained interviewers were provided with both oral and written instructions regarding the purpose, procedure, and the use of the results. The survey has been conducted in a software company at Chennai, Tamilnadu, India. The 25 attribute IPA questionnaire was used to collect the data from the respondents. The data was collected from employees who were at middle level in the organization. The sampling technique used was convenience sampling. The research design was descriptive in nature. The sample size is 123. The reliability is tested using Cronbach’s alpha. Then the IPA matrix is formulated and the pattern of the Importance and Performance is obtained. Also the factor Analysis is done to identify the influencing factors.

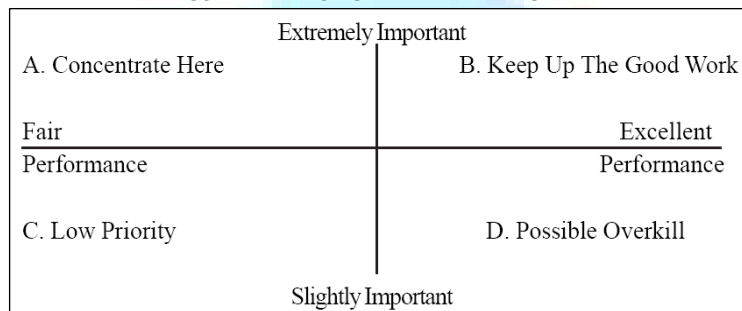
**RELIABILITY TEST**

The reliability of the importance and performance of the organizational climate scores are examined by the analyses done on the scale’s reliability. Reliability assessments are based on the internal consistency of the items, the alpha representing the same dimension of service quality as well as the overall scale. All the item-to-total correlations for the expectations scale ranged from 0.645 to 0.684. The overall Cronbach’s alpha is 0.678 which shows that the desirable levels of internal consistency at the aggregate level.

**IMPORTANCE – PERFORMANCE ANALYSIS**

Importance-performance analysis is considered to be very useful to provide management the insights to identify the strengths and weaknesses of a company. Importance-performance analysis, a two-dimensional matrix, uses importance as an x-axis and performance as a y-axis to form four quadrants as shown in Figure – 2.

**FIGURE – 2: THE ORIGINAL IPA FRAMEWORK**



Source: Martilla and James (1977)

These four quadrants are composed of “keep up the good work” (Quadrant I), “possible overkill” (Quadrant IV), “low priority” (Quadrant III), and “concentrate here” (Quadrant II). Attributes in Quadrant I have both high performance and high importance and can be considered as the opportunities to achieve more for organizations. Quadrant IV has high performance but low importance, which indicates that the resources committed to these attributes are excessive and should be deployed elsewhere. Quadrant III has the characteristics of both low performance and low importance and these attributes do not require additional efforts. Finally, attributes located in Quadrant II with low performance but high importance is viewed as major weaknesses for an organization. Immediate attention for improvement is required. Moreover, the inability to identify the attributes in Quadrant II might result in low organizational effectiveness. In fact, immediate improvement efforts should be placed in highest priority when major weaknesses are identified, while attributes in Quadrant I regarded as major strengths should be maintained, leveraged, and heavily promoted.

**TABLE – 1: IMPORTANCE – PERFORMANCE FEATURES AND THEIR SYMBOLS W.R.T ORGANIZATIONAL CLIMATE**

Symbol	Feature
1	Safe & Clean working environment
2	Cafeteria facility
3	Resources available
4	Teamwork
5	Trust
6	Reward & Recognition
7	Needs fulfillment
8	Knowledge sharing
9	Involvement
10	Work pressure
11	Time commitment
12	HR Policy & Employee benefits
13	Career advancement
14	Training
15	Learning opportunity
16	Posh working environment
17	Management support
18	Role-clarity
19	Continuance commitment
20	Autonomy
21	Job variety
22	Friendliness & warmth
23	Competency
24	Compensation/Pay
25	Organizational hierarchy

FIGURE – 3: IMPORTANCE – PERFORMANCE ANALYSIS OF ORGANIZATIONAL CLIMATE

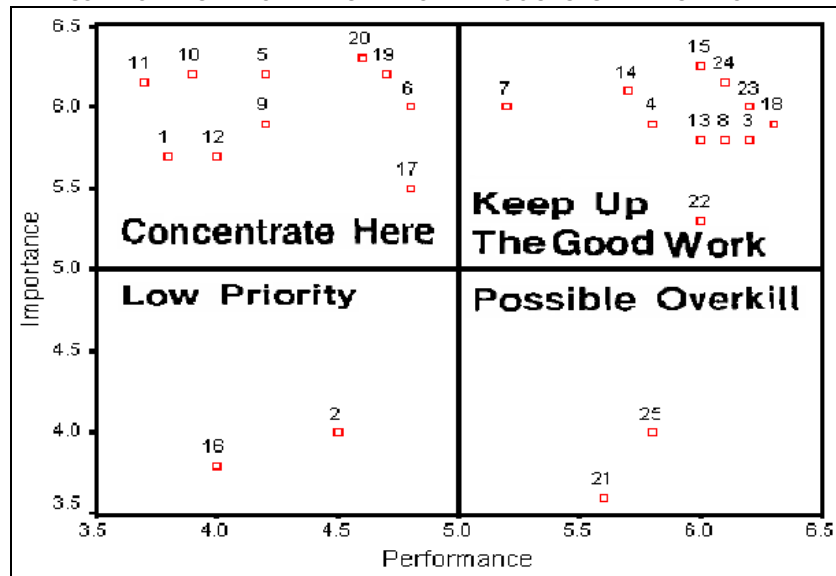


TABLE – 2: OUTPUT OF IMPORTANCE – PERFORMANCE ANALYSIS: ORGANIZATIONAL CLIMATE

“Concentrate Here” – Attributes	“Keep Up The Good Work” – Attributes
<ul style="list-style-type: none"> <li>➤ Safe &amp; Clean working environment</li> <li>➤ Needs fulfillment</li> <li>➤ Continuance commitment</li> <li>➤ Work pressure</li> <li>➤ Autonomy</li> <li>➤ Trust</li> <li>➤ Management support</li> <li>➤ Involvement</li> <li>➤ HR Policy &amp; Employee benefits</li> <li>➤ Time commitment</li> <li>➤ Reward &amp; Recognition</li> </ul>	<ul style="list-style-type: none"> <li>➤ Resources available</li> <li>➤ Teamwork</li> <li>➤ Knowledge sharing</li> <li>➤ Compensation/Pay</li> <li>➤ Friendliness &amp; warmth</li> <li>➤ Training</li> <li>➤ Competency</li> <li>➤ Role-clarity</li> <li>➤ Learning opportunity</li> <li>➤ Career advancement</li> </ul>
“Low Priority” – Attributes	“Possible Over-Kill” – Attributes
<ul style="list-style-type: none"> <li>➤ Cafeteria facility</li> <li>➤ Posh working environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Job variety</li> <li>➤ Organizational hierarchy</li> </ul>

- “Keep up the Good Work” – the upper right quadrant includes features which the employees viewed as important and have been rated with high marks on performance. Management’s responsibility is to make certain that these important features remain in this quadrant.
- “Concentrate Here” – This quadrant contains features which the employees still view as important; however, the company received rather low marks with respect to their performance. These attributes require the greatest attention.
- “Low Priority” – Features falling into this quadrant have received low marks on both the importance and performance scales. In this case, low performance marks require little or no attention since the employees do not view these items as being particularly important.
- “Possible Over-Kill” – In the final quadrant are features which have received low importance ratings and high performance ratings. It suggests that less attention could be expended.

The above IPA matrix results undoubtedly prove that the company should put more effort to improve the organizational climate.

**EXPLORATORY FACTOR ANALYSIS**

A sampling adequacy value derived from KMO Bartlett test if closer to 1 indicates the patterns of correlations are relatively compact and so the factor analysis should yield distinct and reliable factors. According to Kaiser (1974), if the measure of sampling adequacy is greater than 0.5 then accept it and proceed with factor analysis. The degree of common variance among the fifty six variables is “middling” at 0.791, which states that sampling adequacy is acceptable (refer table – 3). To scrutinize the dimensionality of the scale, the correlation matrix is analyzed by Principal Component Analysis (PCA). This PCA of performance score extracted six factors with eigen-values greater than 1.0, accounting for 58.042 percent of the total variation. Rotation results give conceptually meaningful dimensions. Factor analysis results are provided in table 6. The initial solution indicates that a single factor adequately summarizes the data on the basis of factor loadings and variance explained (refer tables – 4 and 5). Factor analysis of the difference scores provides a clear picture of meaningful factor structure. 58.042% of total variance is explained after rotations of all the attributes and six components are extracted. The four factors identified are as follows: 1. Environment, 2. Effectiveness, 3. Commitment and 4. Involvement

TABLE – 3: KMO AND BARTLETT’S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.791	
Bartlett’s Test of Sphericity	Approx. Chi-Square	1030.998
	df	105
	Sig.	.000



TABLE – 4: COMMUNALITY

	Initial	Extraction
Training	1.000	.589
Role-clarity	1.000	.696
Competency	1.000	.515
Time commitment	1.000	.590
Resources available	1.000	.502
Trust	1.000	.647
Knowledge sharing	1.000	.577
Career advancement	1.000	.569
Learning opportunity	1.000	.509
Autonomy	1.000	.538
Safe & Clean working environment	1.000	.600
Posh working environment	1.000	.615
Management support	1.000	.634
Friendliness & warmth	1.000	.519
Continuance commitment	1.000	.606

TABLE – 5: TOTAL VARIANCE EXPLAINED

Component	Initial Eigen-values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.388	29.253	29.253	4.388	29.253	29.253	2.663	17.754	17.754
2	1.588	10.587	39.840	1.588	10.587	39.840	2.539	16.928	34.683
3	1.385	9.231	49.070	1.385	9.231	49.070	1.756	11.707	46.390
4	1.346	8.972	58.042	1.346	8.972	58.042	1.748	11.652	58.042
5	.986	6.571	64.613						
6	.820	5.470	70.082						
7	.704	4.691	74.773						
8	.634	4.224	78.997						
9	.565	3.767	82.764						
10	.555	3.699	86.463						
11	.485	3.233	89.695						
12	.466	3.103	92.799						
13	.454	3.029	95.828						
14	.359	2.396	98.224						
15	.266	1.776	100.000						

TABLE – 6: ROTATED COMPONENT MATRIX

	Component			
	Environment	Effectiveness	Commitment	Involvement
Posh working environment	.748			
Safe & Clean working environment	.676			
Management support	.662			
Friendliness & warmth	.659			
Knowledge sharing		.752		
Career advancement		.669		
Resources available		.625		
Training		.528		
Competency		.505		
Learning opportunity		.452		
Time commitment			.760	
Role-clarity			.582	
Continuance commitment			.558	
Trust				.783
Autonomy				.603

**DISCUSSION**

Delivering and sustaining service excellence can be essentially the key competitive advantage for many organizations. As such, organizations have been acknowledging the role of their employees for achieving this competitive advantage. Certain areas were identified for improvement in the organizational Climate of the Software Company. It would be nice if the company concentrates more on Safe & Clean working environment, fulfilling the needs of the employees, creating loyal employees, reduce the work pressure of employees, give freedom to employees in taking decisions, trust the employees with the plans for the future of the company, pave way for leadership enriched culture and involve the employees in taking important decisions. The HR policy of the company should ensure satisfaction of employees and the company should acknowledge the employees for the contribution made by them when company goals and objectives are achieved. Thus, more emphasis should be given to the attributes that are grouped under "Concentrate here"-quadrant II.

**CONCLUSION**

The organizational climate can become conducive to develop potential and competencies of the employees and provide opportunities for fulfillment. There is a need for an enhanced role of managers who should feel responsible for building a positive, motivating work culture which would ensure optimum utilization of the capabilities of the team members leading to self and organizational effectiveness. Creating the good and effective climate will make the employees satisfied.

It can be concluded that effective climate will lead to Employee satisfaction and in turn it will enhance the performance of employees thereby paving way for Organizational effectiveness. Further research can also be made having IPA model as base for various domain.

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