INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 http://epw.in/user/viewabstract.jsp

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A COMPARATIVE STUDY OF ORGANISATIONAL CLIMATE: INDIAN MULTINATIONAL COMPANIES IT EXECUTIVES VS. FOREIGN MULTINATIONALS COMPANIES IT EXECUTIVES

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ABSTRACT

Recent decade is been the decade of information technology, every walk of our life is related to IT and also more or less every country is depend upon IT companies for its economic development but at the same time IT companies has been suffered from many human Resource issues, organizational climate is one of them, organizational climate is recognized as a common belief of its member towards the organisation on related dimensions, here researcher has assessed the organizational climate of two different kinds of group of IT companies i.e. Indian multinational IT companies and Foreign multinational IT companies, researcher found that two group have good organizational climate level but result also indicate that Indian multinational IT companies executives have good organizational climate level in comparison of foreign multinational IT companies.

KEYWORDS
Indian Multinational IT companies, Foreign Multinational IT companies, Organizational climate.

INTRODUCTION

Information Technology (IT) plays an imperative role in almost every walk of our lives. The world today has become one global village due to the widespread use of Information Technology. It has revolutionized the way businesses are conducted today by the government and private alike. The government and business have become so reliant on IT that it is hard to imagine how they would function without it. It has become an ever increasing resource with which organizations have created and sustained their competitive advantages .The IT sector basically consists of software and services, Information Technology Enabled Services (ITES) and the hardware segments. All these three have jointly contributed expansively towards the development and growth of all the countries in the world. Out of these, the software and services industry itself is a trillion dollar industry contributing tremendously towards the growth of the world economy It has not only helped in generating large scale employment in number of countries but has also helped a number of developing nations to take a step forward towards developed nations.

But Organizational climate become a great matter of concern among the IT companies all over the world which create lots of human resources problems , executives intension to leave the organisation is one of them, Resulted that, loss of talent as well as money of IT companies.

REVIEW LITERATURE

As Organizational climate is one of the most important concept to enter into the theory of organization in this century(Guion,1973).the intensive research as well as debates on its conceptualization and assessment during the last three and half decades seems to have helped to develop organizational climate as a mature concept in management .the concept has also proved useful in predicting and explaining a variety of job related behaviors, attitude and performance as well as organizational performance on a number of dimensions(Kazka & Kirk,1968, Lawler,et,al.1974).

Kausik Kundu(2007) review study on conceptual framework of organizational climate found that aggregate perceptions of the characteristics of the organizations. Organizational and Psychological Climates have been differentiated substantially in terms of the various dimensions. The concept of strategic context of Collective Climate may best represent Organizational Climate.

Jain Mathew. et al (2011) study on organizational climate of information technology industry in India, result indicate that significant difference among small scale, large scale and multinational IT companies with respect to organizational climate. it was found that the Indian Large scale IT companies have a better organizational climate than the Small scale and multinational IT companies. The study also shows a significant difference on support system for female employees, married employees and employees with more experience, compared to male employees, unmarried employees and employees with less experience. So the managements should initiate a strong support system for the female employees, married employees as well as the senior employees. The female employees have low conflict resolution compared to male employees.

Suvimon Punto(2009) study on organizational climate in information technology industry indicate that. The organizational climate in IT companies It is found that the demographic variables like education, age, salary and experience for all level executives in the IT sector organizations are satisfactory and especially the experience of the employees force the executives to practice HRD to avoid unnecessary impediments to developmental activities. The top-level executives are very much enthusiastic in implementing the HRD elements, management policy in favor of HRD, performance appraisal and organizational development for the smooth conduct of organization. Organizational climate in IT organizations forces the Top-level executives to implement HRD in the organization to accrue the benefits in the form of individual efficiency, organizational efficiency, productivity and environmental change. Optimistic organizational climatic conditions are yet to be implemented in its true sense, it is introduced simultaneously with organizational development, so new innovative methods must be used to add more weight age to organizational climate. As far as career planning is concerned the executives and staff are not adequately satisfied, but the degree of measure of satisfaction in career planning is found in the organization.

As indicated through different review literature this is evident that many of researcher try to take IT companies as a whole not categorized or not differentiated into Indian multinational IT companies and foreign multinational IT companies, but here researcher try to find out the organizational climate through two different group on basis of their parent country.

OBJECTIVES OF THE STUDY
1- To assess level of organizational climate among the executives in Indian multinationals IT companies.
2- To assess level of organizational climate among the executives in foreign multinational IT companies.
3- To comparison between levels of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies.

RESEARCH DESIGN
Present study has three objectives. The study is descriptive as well as quantitative in nature. Different variables of organizational climate was measured through Range of score, Mean score, Standard Deviation and Independent t test of Both group of IT executives.

VARIABLES OF THE STUDY
Organisational climate

TOOLS USED- IN THE PRESENT STUDY ORGANISATIONAL CLIMATE SCALE WERE USED FOR THE COLLECTION OF DATA
ORGANIZATIONAL CLIMATE SCALE

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The organizational climate scale was constructed and standardized originally by TV Rao & E. Abraham. The adapted and standardized organizational climate scale consists of 99 items to be responded on a five-point scale. The questionnaire has five point scale ranging from strongly disagree to strongly agree. The score for strongly disagree is 1, disagree is 2, neutral is 3, agree is 4 and strongly agree is 5.

Scoring of organizational climate scale is on a five point scale from 1 to 5 for the positive. Response of strongly disagree is 1, Disagree it is 2, Neutral is 3, Agree is 4, strongly Agree scoring is 5. The organizational questionnaire has sixteen dimensions and are presented in the following table:

TABLE 1: **DIMENSION WISE DISTRIBUTION OF ITEMS OF ORGANIZATIONAL CLIMATE SCALE**

SI. No.	Dimension	Numbers of items
1	Orientation	11
2	Quality of work life	8
3	Leadership	7
4	Management of change	4
5	Empowerment	5
6	Problem solving and decision making	8
7	Conflict management	5
8	Creativity and innovation	6
9	Communication	5
10	Image	4
11	Customer service	5
12	Role efficacy	6
13	Goal setting, appraisal and counseling	10
14	Career planning	5
15	Training	5
16	Rewards	5

NORMS FOR JUDGING LEVEL OF ORGANISATIONAL CLIMATE

On the basis of mean score of above scale for the purpose of study, the researcher create a formula for judging level of organizational climate among IT executives ,which are following

MEAN SCORE –

(1) **99 and below –** exceptionally poor organizational climate

(2) **Above 99 to 198** – Poor organizational climate

(3) **Above 198 to 297**- Average organizational climate

(4) **Above 297 to 396**-Good level of organizational climate

(5) **Above 396 to 495**- exceptionally good level of organizational climate

POPULATION

The population for the present study is basically the group of IT Executives of Indian multinational companies and foreign multinational companies working in different departments ranging from top to bottom level in Information Technology Industries of the Northern India.

SAMPLE

From the population of executives of various IT industries of Northern India situated in Gurgaon (Haryana), a sample was selected and data was collected. Gurgaon was selected as many foreign multinational as well as Indian IT industries have opened up their offices in Gurgaon. Further, the method adopted for selection of sample was convenient sampling method. After selection of Three Indian IT companies and five Foreign IT companies out of eight big IT industry random sampling method was used to collect data from different departments. A total of 450 questionnaires were distributed for the data collection. 170 questionnaires from group of Indian IT Companies executives and 242 questionnaires from group of Foreign Multinational IT companies out of 412 questionnaires were returned. 402 questionnaires were considered for the data analysis as rests of the questionnaires were incomplete.

HYPOTHESES

H0: There is no significant difference between in the Indian multinational IT executives and Foreign multinational IT executives with respect to Organisational climate.

FINDINGS

The data collected have been analyzed by using t test by using SPSS 11.0 software and the results obtained thereby have been interpreted. The results obtained through analysis of the data are presented in table2.

TABLE -2: INDIAN MULTINATIONAL IT COMPANIES & FOREIGN MULTINATIONAL IT COMPANIES: RANGE OF SCORE, MEAN SCORE, STANDARD DEVIATION, T VALUE

Variables of organizational climate	Range of Score	Indian Multinational IT companies(N=160)		Foreign Multinational IT companies(N=242)		t values
		Mean	SD	Mean	SD	
Orientation	11-55	38.15	7.18	34.19	3.09	7.573**
Quality of work life	8-40	29.72	6.61	25.98	4.23	6.914**
Leadership	7-35	25.11	5.16	20.38	2.73	11.949**
Management of change	4-20	14.77	2.33	11.73	2.11	13.565**
Empowerment	5-25	17.79	2.84	14.19	1.61	16.137**
Problem solving &decision making	8-40	27.11	4.80	23.74	3.66	7.977**
Conflict management	5-25	16.54	3.48	14..19	1.40	9.424**
Creativity &innovation	6-30	21.83	5.71	19.45	2.15	5.889**
Communication	5-25	17.61	3.33	16.51	2.39	3.848**
Image	4-20	15.16	2.22	12.42	2.08	12.527**
Customer Service	5-25	18.04	3.59	14.02	2.96	12.235**
Role efficacy	6-30	21.33	3.70	19.07	2.48	7.350**
Goal setting appraisal &counseling	10-50	37.61	3.96	31.88	3.29	15.742**
Career planning	5-25	14.38	4.08	15.96	2.00	5.155**
Training	5-25	17.63	2.80	15.23	2.29	9.376**
Reward	5-25	18.22	3.34	16.40	3.22	5.472**
Overall	99-495	351.38	51.15	306.21	23.59	11.950**

**P<0.01,*P<0.05

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1-**Level of organizational climate among the executives of Indian IT companies**

From the table 2 it can be concluded that overall mean score 351.38 with SD 51.15 was found of organizational climate which laid down on category of good organizational climate level.

2- **Level of organizational climate among the executives of foreign multinational IT companies**

From the table 2 it can also be concluded that overall mean score 306.21 with SD 23.59 was found of organizational climate which also laid down on category of good organizational climate level.

3-**Comparison between level of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies**

Table -2 shows that there was significant t value 11.950(P<0.01) found. It mean that there is clear differences between the level of organizational climate in Indian multinational IT executive and Foreign multinational IT companies and also found that all sixteen dimensions shows clear difference.

In order of level of organizational climate it is found that Indian multinational mean score351.38 with SD 51.15 and foreign multinational mean score 306.21 with SD 23.59,it indicate that Indian multinational IT companies executives have good organizational climate in comparison of foreign multinational IT companies. Reason may be in its different leadership approach of their management.

CONCLUSION & SUGGESTION

Foreign multinational IT organisation have good organizational climate as well as Indian multinational but result also indicate that Indian multinational IT companies have a greater organizational climate than foreign multinational IT companies, reason may be different ,like leadership approach of Indian multinational IT companies which is conducive for Indian executives rather than leadership approach of foreigner leaders ,so foreign multinational IT company should follow the leadership approach on the basis their working area's culture and at the same time should provide better empowerment, strong communication channel and proper target setting to their executives this should be possible through proper HR system redesign and accordance with basic culture of their working base or country.

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