

Method of Studying the Organizational Environment and Psychological Climate

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In the paper an integrated methodological tool is analyzed by means of which the qualitative study of organizational environment and quantitative investigation of psychological climate are possible. The main factors are the degree of centralization of decision-making process and evaluative set of the individual measured by the formula of the subjective expected utility (SEU)). A questionnaire is developed, by means of which certain parameters related to the process of effective management of organizations are identified. In addition, evaluative sets are measured by means of special statements that reveal the psychological climate existing in the institution. Corresponding statistical indicators are defined that determine the questionnaire's reliability level, and the peculiarities of psychological climate research is analyzed. © 2021 Bull. Georg. Natl. Acad. Sci.

Organizational environment, psychological climate, decision making, evaluative set

When studying the organizational environment, the main interest is aimed at establishing the objective characteristics of the organization, for example, goals and problems, formal structure, level of technology, specialization of labor, etc. At the same time, the organizational environment itself is an object of evaluation by employees. The evaluative orientation of employees to the properties of the organizational environment reflects the psychological climate of the organization itself. [1-4]. Purpose of this study is to elaborate a method for the integral investigation of both characteristics inherent in various organizations.

Study of the Organizational Environment

Initially, the question arises: what objective property is allocated for successful study of the

organizational environment. We believe that from the existing answers, we must choose the one that satisfies the following principle: preference given to a factor, the measurement of which in the methodological aspect will not be difficult. At the same time, it should reflect an essential property of the organizational environment.

This is how we see the conceptual system of R. Likert [5,6]. According to this conceptual system, the level of centralization of decision-making is essential for the effective management of organizations. The specified factor determines the form of government (the degree of autocracy-democracy). Management parameters are various forms of the following activity: leadership, motivation, communication, decision-making, goal setting, controlled work behavior. Based on this

concept, in order to identify the dominant form of management, bearing in mind the parameters in which changes needed, we created special questionnaire.

Final questionnaire. Initially, 60 statements were collected, reflecting the above parameters of the main factor, which, according to a 10-point system, were assessed by 58 experts (people of different specialties and service status). The stronger the statement corresponds to the parameter, the higher the assessment of its suitability is. As a result, 16 statements were selected, which were reevaluated by experts in order to categorize them according to the above parameters of the main factor. The percentage distribution of these statements was taken as an indicator of their discriminability. The data revealed that the maximum indicator of the parameter weight is 9.21, and the minimum is 8.21. The corresponding standard deviations did not vary significantly. As the reliability of the questionnaire parameters the indicators of the internal consistency were used. Then these indicators were compared with a total index on a scale. It was shown that all correlation coefficients are positive and significant at the $p < 0.05$ level, where r is 0.33, that indicates a satisfactory consistency of the parameters.

Subjects of final statements: 1) employee's trust in managers; 2) support of subordinates by managers; 3) the form of communication between subordinates and managers; 4) taking into account the opinions of employees by managers; 5) a sense of responsibility of employees in achieving goals; 6) the proportion of external and internal motivation; 7) assessment of the amount of information; 8) assessment of the directivity of information; 9) awareness of the management in the problems of subordinates; 10) complicity of subordinates in the decisions made; 11) taking into account the professionalism of employees in the decisions made; 12) employees' assessment of the goal setting form; 14) employee acceptability of organizational goals; 15) the degree of

independence of employees in their work; 16) assessment by employees of the form work's control. Statements on individual parameters of the main factor reflect 1, 2, 3, 4 leadership style; 5.6 fundamentals of employee motivation; 7, 8, 9 communication feature; 10, 11, 12 participation of employees in decision-making; 13, 14 - their participation in the development of goals; 15, 16 - a form of work control.

The parameters we considered reflect the objective properties of the organizational environment, and the identification of the evaluative orientation of employees to these properties, makes it possible to determine the psychological climate. For this purpose, the questionnaire included statements measuring the instrumental value of the form of management in achieving certain results arising from work. The following positive results been taken into account: 1) improving the quality of labor; 2) increasing the possibility of promotion at work (extrinsic motivation); 3) increasing self-esteem; 4) increasing confidence in their own capabilities (intrinsic motivation); 5) improving relations between employees (social motivation). The evaluative sets towards the form of management of the organization was measured by a scale of expectation (for example, the degree of confidence that employees' trust in managers determines the improvement of relations between employees) and usefulness (for example, the degree of usefulness, that is, the desirability of improving relations between employees). Expectations were measured by 6 and usefulness by 7 step scales. The data were processed using the expected utility formula $\sum EU$, where O is the subjective probability of the instrumental connection between the two phenomena, and U is the utility of the results.

Methodological perspective Psychological Climate's Research

The psychological climate of a particular organization can be described by means of special

features of work sets (one form of evaluative sets) using a multi-stage correlation analysis, i.e. identifying connection elements between different work sets and the establishment of elements within a work set. For application of such methodological approach, it is necessary to keep in mind the following features inherent in both the totality of work sets and a separate work set.

a) During the study of the psychological climate in terms of work sets, it is necessary to determine the intensity and polarity of the studied variables. Studying this issue at the level of relations between work sets means classifying the variables under study into three categories – positive, neutral and negative. Studying at the level of connections within a separate work sets implies the classification of certain ones, for example, as cognitive and emotional, attributing to them one of the following properties: weak, medium, high. Note that at both levels of study, the scales for measuring work sets make it possible simultaneously take into account the properties of intensity and polarity.

b) Certain totalities of work sets can have varying degrees of congruence between its constituent parts. Identifying the degree of congruence for totality of work sets is an important characteristic in determining the psychological climate. This issue can be investigated using inter-

correlation analysis. This property also studied at the level of a separate work set, which is the integrity of cognitive, emotional and behavioral elements. In this case, the intra-correlation analysis of these elements in terms of their mutual congruence are meant. Here, the analysis was carried out within a work set.

c) The study of the psychological climate of the organization implies the identification of the relationship between work activity and work sets. Such a study is essential in addressing the issue of determination by work sets of the effectiveness of work activity. The question concerns the need to study the comparative importance of various forms of work sets (job satisfaction, relation to leadership style, degree of involvement in job activity, loyalty to the organization, etc.), taking into account objective criteria for assessing the quality of work. Such research corresponds to the level of analysis between work sets. This issue was studied within a separate work set it meant to identify the relationship between the constituent elements of a separate work set and the above objective criteria for evaluating work activity. In general, we can say that in this case, the psychological climate is researched in the aspect of work motivation.

ორგანიზაციული ფსიქოლოგია

ორგანიზაციული გარემოსა და ფსიქოლოგიური კლიმატის შემსწავლელი მეთოდი

დ. ჩარკვიანი

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მოცემულ ნაშრომში გაანალიზებულია ისეთი ინტეგრირებული მეთოდი, რომლის მეშვეობითაც ერთდროულად, როგორც ორგანიზაციული გარემოს თვისებრივ-აღწერითი, ასევე ფსიქოლოგიური კლიმატის რაოდენობრივ-შინაარსეული გამოკვლევა შეიძლება. პირველ შემთხვევაში ძირითად ფაქტორს გადაწყვეტილებათა მიღების ცენტრალიზაციის ხარისხი, ხოლო მეორეში პიროვნების შეფასებითი განწყობები წარმოადგენენ. სათანადო სტატისტიკური მონაცემებით შემუშავებული მეთოდის სანდოობისა და საბუთიანობის ხარისხი ნაჩვენებია. საფეხურებრივი კორელაციური ანალიზის გათვალისწინებით, განხილულია ფსიქოლოგიური კლიმატის კვლევის მეთოდოლოგიური თავისებურება.

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