



History of the Organisation Climate Survey

EmployeeSurveyOnline

02.1

The Research Origins

The research origins of the questionnaire are derived from the Harvard School of Social Psychology, where two researchers, Stringer and Litwin, first designed a basic instrument in conjunction with Dr David McClelland in 1967 and coined the term 'organisation climate'. (Litwin G.H. and R.A. Stringer Jr, Motivation and Organizational Climate. Cambridge, Mass: Harvard University Press, 1968.) The concept underlying the original design was the investigation of the motivational impact of management behaviour on employees. The original instrument measured six factors, including:

- Conformity
- Responsibility
- Standards
- Rewards
- Clarity
- Team Spirit

02.2

Client Driven Development

The instrument was subsequently tested on groups of managers in management development programs. A.J. Wyndham and Associates worked with McClelland in the late 1960s and introduced the instrument into management development in Australia. Subsequently the instrument was refined and substantially developed by the organisation while it worked with major multinationals on organisation development programs. Such clients included Esso, Nestle, Alcan, Qantas and Colgate Palmolive.

In 1978 the instrument was launched into the human resource practitioner market as a developmental tool, and this resulted in the collection of results from a wide range of organisations in the private and public sectors who fed results back to A.J. Wyndham and Associates. This enabled Wyndhams to refine the database and the percentiles, which is a process that has continued ever since. Early clients included Olex Cables, Vulcan, Hume, MacPhersons, Shell, Australia Post and a wide cross section of the public sector.

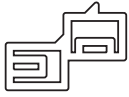
02.3

The Database

Data collection on the questionnaire began in the 1970s as a manual system and was converted to a computer database in 1986. Since this time the database has grown extensively, and results cover a range of industry sectors, including Insurance, Retail, Transport, Manufacturing, Health, Local Government and Financial Services.

The data covers a full range of job categories from General Management, Senior and Middle Management, Administrative/Clerical and Operations roles. It also includes functional specialist categories such as Information Technology, Marketing, Human Resources, Sales, Investment, Finance/Accounting, Auditing, Actuarial and Distribution.

As the studies that are conducted often employ a census approach, there is a rich range of results on which comparisons can be made, and when appropriate, specific benchmarks for a business unit or organisation can be set.



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Research

In 1990 a major study into the reliability and validity of the instrument was commissioned and undertaken by Dr Richard Bell of Melbourne University. This study confirmed the effectiveness of the instrument for the purposes of measuring organisation climate and for providing reliable performance data to management on the impact of management strategies. Dr Bell has continued to provide expertise in strengthening the reliability of the instrument and its component dimensions.

Further research has included the development and refinement of dimensions including Leadership, Development Opportunity and Organisation Cohesion.

02.5

The Global Index

Research into the instrument was undertaken in 1994 to review the reliability of dimensions and to develop the Global Index. This index has resulted in a universal climate scale that measures the integrity of the underlying working climate and allows direct comparisons between organisations regardless of their operating environment.

02.6

Reliability

The following is a table of reliability coefficients for the dimensions used in the Organisation Climate Survey. They reveal the obvious capacity for the instrument to accurately reflect movement in employee sentiment over periods of time.

Subscale	Congeneric Reliability
Communication	.924
Formal Control	.968
Goal Clarity	.970
Performance/Productivity	.887
Initiative	.980
Recognition	.953
Working Relationships	.978
Team Identification	.935
Client/Customer Service	.962
Development Opportunity	.972
Leadership	.744
Organisation Cohesion	.978