Effective Team Building In Relation To Organizational Culture and Organizational Climate in Banking Sector: An Inter-Correlation Analysis

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ABSTRACT

Organizations are undergoing sea changes over the last decades as they step into the new digital world through the roads of globalization, privatization and modernization. Rapid advances in telecommunication networks have heralded a 24x7 Culture that emphasizes only on productivity. The work Climate too is important as people are no longer wedded to the organization and are searching for better opportunities. Thus Organizational Culture and Organizational Climate represent the underlying philosophy and summary perceptions of members of any organization respectively. Organizations differ in their customs, traditions, in what is valued, their ideas, functions and how they operate. We might find it hard to make differences between organizations as we may be descriptive or evaluative in approach. Thus, there are organizational characteristics that help in understanding the organizations which exert strong influences on the organizational members, performance and overall effectiveness. Organizational Culture and Organizational Climate are important among them. The present study has been undertaken with the view to examine Effective Team building, Organizational Culture and Organizational Climate of SBI and ICICI bank and also to determine the relationship of Organizational Culture and Organizational Climate with Effective Team building. Thus the study attempts to establish the importance of Organizational Development (OD) in the Service sector.

Key Words: Team Building, Organizational Culture, Organizational Climate, Organizational development, Service Sector

INTRODUCTION

The global economy is creating new markets, unprecedented opportunities, and endless sources of competition. Organizations are changing at a fast pace in order to meet the growing list of challenges thrown open to them. We all know that each and every organization has its own characteristic culture and climate which determines its productivity as well as efficiency. The crux of all this is that human resource is the major fuel for running any organization which in turn determines the culture and climate of the organization.

The research studies reveal that in spite of best efforts by researchers trying to explore the link between the three variables, that of Organizational Culture, Organizational Climate and Effective Team Building, there exists a gap as to determine the relationship between Organizational Culture and Climate with Effective Team Building respectively and also regarding comparison of the types of Culture and Climate prevalent in public/private organizations and what are its implications especially regarding service organizations. Thus the study has been taken up so as to find solutions to problems that of, how Team building can be an effective OD intervention to develop better work culture and climate and address the void that exists as identified in literature reviews and research findings and help in adding to the existing corpus of knowledge.

Organizational development is an effort planned organization wide and managed from the top to increase organizational effectiveness and health through planned interventions in the organization's processes using behavioural science knowledge. Thus, OD marked the movement of the social and behavioural sciences out of the confines of the academia and into the forefront of the task of dealing with the human aspects of social collectivities, particularly organizations and other formal groups. This would later enhance organizational effectiveness as well as individual effectiveness. In today's environment where changes are rapid and inevitable, learning is no more a mere desirable luxury, rather, it is has become a fervent necessity. OD is aiming to assist the organization to be able to adapt to the changes using behavioural science skills and techniques for improving organization management skills and strategies; and in turn to also allow for organizational productivity. OD has several aspects and dimensions.

Effective Team Building
A team is a group in which the individuals have a common aim and in which the jobs and skill of each member fit in with those of others, as—to a very mechanical and static analogy—in a jigsaw puzzle pieces fit together without distortion and together produce some overall patterns'. Thus, the two strands in this definition—a common task and complementary contributions—are essential to a team. An effective team may be defined as that which achieves its aim in the most efficient way and then is ready to take on more challenges if so required. Simply stated, a team is a group of people working together towards a common goal. A team is a collection of individuals with interdependent roles working for some goals which are also congruent with the individual goals. A team has several characteristics. To name a few—the members of a team are interdependent, have common goals, each member has a distinct role to play, each of their role is indispensable for the team, and there is congruence between individual and team goals.

Team Building is a process of building a team i.e. one that performs well together. In recent years, team building has become one of the most popular and widely used interventions for improving the management of industrial and government organization. Most commonly team building has been used for enabling managers who either work together or are in some way organizationally related to cooperate and share skills and knowledge so that their work is completed

more effectively and efficiently. The cognitive learning provides a roadmap for Organizational Development through team building.

Organizational Culture

Culture is defined as the cumulated beliefs, values and assumptions underlying transaction with nature and important phenomenon. Culture is reflected in the artifacts, rituals, design of space, furniture and ways of dealing with various phenomena. Thus, various terms are used in the context of organizational culture like values, ethics, beliefs, ethos, climate, environment and culture. Ethics refer to normative aspects as to what is socially desirable. Values, beliefs, attitudes and norms are interrelated. Interaction between beliefs and values results in attitude formation which in turn produces norms. When these get institutionalized or get integrated, we have a social phenomenon. Culture is reflected in the ways adopted to deal with the basic phenomenon.

Organizational culture is, "a pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems". In general, it is clear that culture both prescribes and proscribes individual behavior in organization.

Organizational Culture has powerful consequences in terms of influence on individual, group behavior and overall organizational performance. A wise, top management group will periodically examine the culture of its organization to assess its functionality and dysfunctional in terms of present and future challenges and opportunities.

Organizational Climate

Climate can be defined as the perceived attributes of an organization and its subsystems as reflected in the way an organization deals with its members, groups and issues. The emphasis is on perceived attributes and the working of subsystems. Organizational climate reflects the summary perceptions held by organizational members towards their organization. It represents a conceptually integrated synthesis of organizational characteristics and depends on the perceptions of the organizational members about different dimensions of the organization. It influences behavior of individuals in the organization and plays a very significant role in attainment of organizational goals. Thus Organizational Climate is a leading indicator of Organizational achievement.

Thus, Organizational Climate generally represents the psychological state that is strongly affected by organizational conditions like structures, systems and managerial behavior. It is basically the perception of how things exist in the organizational environment that is composed of several dimensions which in turn will depend upon the kind of organization. It is, thus, the manifestation of the attitudes of organizational members towards organization itself. Thus, organizations try to keep people who best fit their climate, organizational climate.

Organizational Climate is a system of subtle and pervasive interpersonal affective relationships. Climate is used in the organization context , consists of a total affective system of the human group including feelings of attitude towards the system ,subsystems, super-ordinate system and other systems of the persons, tasks, procedures and conceptualizations. Climate, thus, refers to the relationships in any situation as the people in that particular situation experience these.

Organizational Climate is a useful tool for understanding the complexities of the organizations. It may be thought of as a summary perception that people have regarding the organization and is a manifestation of the attitudes of the organizational members itself. Research on the same theme and its various determinants is important for enhancing organizational effectiveness.

Definition of Key Terms
Effective Team Building is a planned, systematic process designed to improve the collaborative efforts of people who must work together to the achieve goals. It is a process aimed at improving the ways in which work groups function by improving group processes or organizational systems and structures so as to be enable them to deliver quality and results.

Organizational Culture represents total values, myths, beliefs, assumptions, arts, scholarship, relationship and norms of individuals, groups and their functions. It is the accepted ways of doing things within an organization. In an organization, Culture is demonstrated by its management style, including the degree of autocracy or participation practiced and the expectations of employees.

Organizational Climate is the pattern of social interaction that characterizes an organization. Climate is used in the organization context, consists of a total affective system of the human group in the Organizational context including feelings of attitude towards the system including persons, tasks, procedures and conceptualizations. It is the atmosphere created by the prevalent management style and the way in which and quality of Team work, degree of commitment, effective communication and level of trust and confidence between the heads and the subordinates.

LITERATURE REVIEW
Biswas (2010) made an attempt to study the relationship between psychological climate and turnover intentions and its impact on organizational effectiveness with respect to manufacturing and service sector organizations. The sample consists of 357 participants which comprises of senior level, middle level and junior level executives. The results established that psychological climate comprised of six factors, namely, supportive management, role clarity, contribution, recognition, self expression and challenge is statistically significant predictor of organizational effectiveness and that job satisfaction and job involvement are important mediators in transmitting their influence of the predictor variables to the criterion variables. Nirupama and Rana S (2010) conducted a study on 200 managers for assessing the relationship between management style and organizational climate in public sector organization. Two

units were for the purpose of the study. The study reported that there is a significant correlation between management style and organizational climate on various dimensions. The various dimensions are of management style got studied are rescuing, normative, perspective, problem solving, task obsessive, bohemian, conformation, aggressive, resilient and sulking. The various dimensions of organizational climate are results, rewards, interpersonal relations, organizational process, clarity of roles and altruistic behavior. Findings of the study stated that rescuing and prescriptive dimensions of management style were negatively related to results, rewards and interpersonal relations and organizational climate. Findings suggest that managers with rescuer tendencies develop proper rules and regulations are less concerned with results, rewards and interpersonal relations and procedures. Kathirvel N (2010) conducted a research study with special reference to engineering industries in Coimbatore, Tamil Nadu to study the organizational climate using seven dimensions: environment, team work, management effectiveness, involvement, reward and recognition, competency and commitment. The study revealed that organizational climate may affect quality of service and employee's commitment and involvement towards the organization.

Giri, Vijai N and Kumar Pavan (2007) studied the relationship between organizational commitment, organizational climate and job satisfaction among 380 junior, middle and senior management level employees across the country. The study divulged that a positive correlation existed among job satisfaction, organizational climate and organizational commitment. They concluded that job satisfaction, along with organizational climate, plays a vital role in retaining the employees by enhancing their commitment towards organization

Srivastav K Avinash (2007) made an attempt to study the relationship of achievement climate with role stress and coping strategy variables in selected departments of two large multi unit, multi location telecommunication manufacturing industries in the public and private sector with a total sample size of 453 respondents. The research indicated that individual and organizational resistance to change is stronger in the public sector organization. The study further stated that individuals with strong achievement needs react positively when they are responsible of challenging but achievable goals and when their innovative entrepreneurial behaviors are rightly rewarded. Thus individual need for achievement and organizational climate are significant determinants of individual performance in an organization.

Kundu K (2007) made an effort in his article to with an aim develop a conceptual framework of organizational climate. He revived significant research works in this area by eminent researchers. All the earlier studies on Organizational climate can be broadly classified under three principal approaches – MMOAA (Multiple measurement-organizational attribute approach), PMOAA (Perceptual measurement-organizational attribute approach and PMIAA (Perceptual measurement-individual attribute approach). The first approach essentially emphasize on organizational model, taxonomy, context, and structure. The second approach, PMOAA considers OC as a set of attributes and delves into the question how the organization deals with its members' perceptions. The third

and the last approach (PMIAA) basically enquire into the individual perceptions on the organizational environment. The dimensions for Organizational Climate have been evolved from various researches under the three approaches. Basically the Climate can be divided into two parts: i) Organizational Climate - from organizational viewpoint and ii) Psychological Climate- from individual viewpoint. Finally the authored stated the concept of "Collective Climate" which share individual perceptions of work environment and also considers the influences like technology, demographics, etc. The strategic context of Collective Climate is found to be one of the most effective models for diagnosing Organizational Climate.

Lahiri, Shikha and Saxena, Manjul (2006) conducted a study to develop a special instrument for studying the organizational climate of polytechnics/engineering colleges found out that there is high positive correlation (0.92) between leadership and overall climate. They also found a high correlation (0.96) between planning culture of the organization, work commitment and the over all climate. Another significant finding was work environment and leadership (0.85) and planning culture and work commitment (0.88) exhibit high positive correlation.

Ahlawat Praveen and Thakur K Praveen (2007) in their study to find out Teacher's Job Satisfaction with respect to Organizational Climate with Special Reference to Private Professional Colleges in Western Haryana found that organizational climate plays a key and vital role in enhancing job satisfaction among teachers. To specify this, the correlation analysis reveals that a high positive correlation among organizational climate and job satisfaction exists. They further found that conducive and employee favorable organizational climate enhances job satisfaction and it predict job satisfaction

Yorks and Sauquet (2003) conducted a study to understand team culture and learning behavior among randomly selected professionals. The study was based on the competency perspective on leadership in a sample of 249 respondents in which 140 belonged to leaders from old economy organizations (traditional manufacturing organizations) and 109 from new economy organizations (companies belonging to IT, pharmaceuticals, media and entertainment). The study declared that the following competencies are required for a professional to be a good team member such as customer orientation, technology adoption, speed in decision making, innovative & creative thinking, external awareness, team building, ability to learn, initiative and ability to take risk. Surprisingly the study revealed that integrity is not in list of first ten competences for the new economy organization even though it place second in the old economy organization.

RESEARCH METHODOLOGY & DESIGN

OBJECTIVES OF THE STUDY
- To study the Effectiveness of team building in service industry with specific reference to banking sector
- To study the nature of organizational culture in service industry with specific reference to banking sector

- To examine the nature of organizational climate in the service industry in service industry with specific reference to banking sector
- To determine the relationship between organizational culture and effective team Building.
- To determine the relationship between organizational climate and effective team Building

HYPOTHESES

Null hypotheses are used for testing. It is the statement that no difference exists between the parameter and statistics being compared to it.

- H_{01} - There is no difference between the Organizational Climate of SBI and ICICI.

- H_{02} - There is no difference between the Organizational Culture and Team Effectiveness of SBI and ICICI.

- H_{03} - There is a no relationship between Organizational Culture and Effective   Team Building.

- H_{04} - There is a no relationship between Organizational Climate and Effective   Team Building.

SIGNIFICANCE OF THE STUDY

Organizational Culture and Climate reflect the underlying philosophy and summary perceptions of members in an organization and thus have direct impact on Organizational performance. It is seen that strong Organizational Culture coupled with favorable climate, motivates the employees and provides them a better work culture and environment to achieve individual and Organizational goals. Team building is an important intervention for Organizational Development. Effectiveness of the individuals as well as the whole organization depends on the effectiveness of various Team functioning. Thus Team effectiveness deserves a great deal of attention in the competition that organizations are facing today. To study how far this intervention influences the above mentioned variables is important, as then it can be a well adopted strategy for Organizational effectiveness.

METHOD USED

The present study employs Descriptive Research method. It is commonly used in research to study the present or prevailing conditions and phenomenon. Thus the purpose of this type of research is to ascertain the normal conditions of practice, at present, to test the hypotheses. The three variables- Organizational Culture, Organizational Climate and Effective Team Building were juxtaposed between the SBI and ICICI bank.

Population

In the present study, the population consists of all the employees of ICICI bank and SBI bank in Delhi, from where the sample is drawn.

Sample and Sampling Technique

The study is limited to the Service industry in the region of Delhi wherein two banks. SBI and ICICI were selected for study by employing Purposive sampling method where the sample elements were drawn from the five branches of SBI and ICICI in Delhi.

Five departments each from SBI and ICICI were selected on the basis of similarity of services offered were selected for study. Ten employees' from each of the ten departments were contacted for carrying out the field study and collection of data on incidental basis. The total sample for the present study included 100 employees of SBI and ICICI.

The basic similarities between them include their Organizational structure, services offered, the administrative functions, their roles in service industry and departmental configurations however the management styles, system procedures, financial aids and objectives differ.

Tools for Data Collection
For the purpose of conducting the research study, following standardized Human Resource Development Instruments (HRD) were used to measure the Organizational Culture, Organizational Climate and Effective Team Building.

1. *Organizational Culture Profile (OCP) by Udai Pareek dealing with the following eight parameters/dimensions*: values, rooms and furniture, beliefs, leadership, rituals in meeting, primacy, communication and collaboration. There are eight sets having four Statements each, thus in total 32 Statements broadly under the above eight categories. Each of the four Statements under one set is to be ranked from 1- 4 by the respondent.

2. *Organizational Climate Inventory (OCI) measures the following 7 dimensions-* environment, team work, management effectiveness, involvement, reward & recognition, competency, commitment, There are 56 items which are to be rated by the respondent on a five point rating scale ranging from 1 – 5.

3. *Team Effectiveness Scale (TES) by Udai Pareek measures 30 parameters which include –* mutual trust, communication, recognition of each other's strengths, taking responsibilities, goal of the Team, utilizing available human resources, handling conflicts, leadership, conformity demanded, decision process, external linkages, tolerance of disagreement, Team assessment, work assignment, Team member satisfaction, mutual support, active listening, temperament of Team members, encouraging involvement and participation of members, Team Climate, attitude of members, technical /managerial/ academic expertise, commitment of Team members for action, credit or reward in the organization given to Team, collaboration, Team cohesion, creativity, individual functionality, Team output and problem solving. There are 30 items and each have is to be rated on a five point rating scale ranging from 1-5.

Administration of the Tool for Data Collection

The instruments, three in number, that of Team Effectiveness, Organizational Culture and Organizational Climate were distributed to employees in the five departments each of SBI and ICICI respectively. With the cooperation of all the employees, the data collection process was made feasible by the various departments.

Scoring

After the administration of the questionnaires and final collection of data, scoring of items was done as per instructions stated in the three questionnaires.

DATA ANALYSIS AND INTERPRETATION

It is to be recalled that the principal objectives of the present study was to study the Organizational Culture, Organizational Climate and Effective Team Building in SBI and ICICI Bank of Delhi. A comparative study was carried out regarding the variables Organizational Culture and Organizational Climate of SBI and ICICI Bank respectively. Scoring was done for the above mentioned variables and z – test was employed for the same. Karl Pearson's Correlation Analysis was applied to study the interrelationship of Organizational Culture and Organizational Climate with Effective Team Building respectively. Regression Analysis also done to investigate whether the team building mediates the relationship of organizational culture and organizational climate

TABLE 1 - Mean scores of Organizational Culture, Organizational Climate and Team Effectiveness for SBI and ICICI Bank

| Bank | Organizational Culture | | | | | Organizational Climate | Team Effectiveness |
	Autocratic	Bureaucratic	Technocratic	Entrepreneurial	Total		
SBI	18.14	15.96	21.44	22.22	78.4	201.44	74.7
ICICI	21.98	22.52	16.12	17.76	77.9	218.74	77.19

Results reveal that SBI is characterized by Bureaucratic Culture (dominant Culture) and Autocratic Culture (subordinate Culture) as per scores, 15.96 and 18.14 respectively while Technocratic Culture is the dominant culture type of ICICI Bank, Entrepreneurial Culture is the subordinate culture type with scores 22.12 and 17.76 respectively. This clearly indicates the difference in the Organizational Cultures of SBI and ICICI Bank.

On comparing the mean scores of Organizational Climate of SBI and ICICI Bank of 201.44 and 218.74 respectively, it was observed that ICICI Bank had more favorable Organizational Climate than SBI Bank. The Climate measurements are self indicative of the fact that ICICI Bank are having a slightly better working Climate than the SBI Bank studied.

Similarly the Mean scores of Team Effectiveness for SBI and ICICI Bank are 74.7 and 77.19 respectively. This clearly indicates that Team effectiveness of ICICI Bank is higher than that of SBI Bank as the mean scores reflect very high Team effectiveness for ICICI Bank and high for SBI Bank. Each of the two Banks differs in Organizational Culture, Climate as well as Team Effectiveness.

TABLE 2: Mean, SD and z -values for Organizational Culture and Organizational Climate of SBI and ICICI Bank

VARIABLES	SBI		ICICI		Z - VALUE
	MEAN	SD	MEAN	SD	
Organizational Culture	78.14	3.35	77.9	3.8	3.92**
Organizational Climate	202.9	51.94	222.78	31.86	16.56**

** p > .01

Z – Values (significance of the difference between the two sample means or statistical test, t- test) of the two Banks, SBI and ICICI were found to be 3.92 and 16.56 respectively which were significant at 0.01 levels. We hypothesized that there is a significant difference between Organizational Culture of SBI and ICICI Bank, z – value of 3.92 is indicative of the above mentioned fact. On the other hand, it was hypothesized that the Organizational Climate of SBI and ICICI Bank will be significantly different and the results have proved that as z – value is 16.56, significant at 0.01 level of significance. Thus the hypothesis has been proved true which leads to conclusion that there is significant difference in the Organizational Climate of SBI and ICICI Bank.

TABLE 3: Correlation Analysis (Total Sample SBI and ICICI) N = 100

Variable	Team Building	Organizational Culture	Organizational Climate
Team Building	1	--	--
Organizational Culture	.3549*	1	--
Organizational Climate	.3108*	.3323*	1

p<.05*, p<.01**

As shown in table 3, team building was found to be significant with both organizational culture and organizational climate. It is evident from the analysis, considering the total sample, organizational culture and organizational climate had moderate relationship with team building (35.4%, r= 0.3549, p<.05) and (31.08%, r= 0.3108, p<.05).The relationship between organizational culture and organizational climate is also moderate in nature (33.23%, r=0.3323, p<.05). With this, the proposed hypothesis that Organizational Culture Organizational Climate would positively related to effective Team Building has got accepted, but in relationship is showing only a moderate effect. This indicates, if organizational climate and culture are improved, it has a positive effect on team building among the employees.

TABLE 4: Regression Analysis – Determinants of Team Building (Dependent Variable) with Organizational Culture (Independent Variable) (Total Sample SBI and ICICI) N = 100

Independent variables	Dependent Variable - Team Building		
	Beta	Simple r	t Value
Organizational Culture	.27842** (.0000)	.3549** (.000)	6.754
Multiple R .42002, R Square .17642			

*   : Significant at the 0.05 level; **   : Significant at the 0.01 level
NS   : Not Significant

To investigate how well organizational culture in these two banks predicts team building, simple regression was done. The results were found to be moderately

significant. It was found that team building is predicted by organizational culture to an extent of 27.8 % (Beta value is .27842) and the adjusted R squared value was .17642 which indicated that 17.6% of variance is team building was explained by organizational culture.

TABLE 5: Regression Analysis – Determinants of Team Building (Dependent Variable) with Organizational Climate (Independent Variable) (Total Sample SBI and ICICI) N = 100

Independent variables	Dependent Variable - Team Building		
	Beta	Simple r	t Value
Organizational Climate	.31081**(.0000)	.3108** (.000)	7.613
Multiple R .43074; R Square .18554			

*   : Significant at the 0.05 level
**   : Significant at the 0.01 level
NS   : Not Significant

As shown in the table 3, regression analysis was done to examine how well organizational climate of these two banks predicts team building and effectiveness. The results were found moderate significant. It was found that team building is predicted by organizational climate to an extend of 31.08% (Beta value is .31081) and the R squared value is .18554 which indicate that 18.5% variance in team building was explained by organizational climate.

TABLE 6: Multiple Regression for Predicting Team Building (Total Sample SBI and ICICI)

Independent Variable	Organizational Culture			Organizational Climate		
Dependent Var	Beta	Simple r	t Value	Beta	Simple r	t Value
Team Building	.4412* (.0370)	.3549** (.000)	8.802	.3332 (.0004)	.3108** (.000)	6.65
Multiple R .38154 R Square .14557						

*   : Significant at the 0.05 level
**   : Significant at the 0.01 level
NS   : Not Significant

To satisfy the main objective of the study that to investigate whether the team building mediates the relationship of organizational culture and organizational climate, multiple regression analysis was done. The results were shown a moderate significant. Here the adjusted R square value is .14557, which indicates that 14.5% variance in the team building and effectiveness was explained by the combination of organizational culture and organizational climate. Here, we found that the variance in the team building is better explained by the variance in the team building is better explained organizational climate than the variance explained by the combination of organizational culture and organizational climate.

As per the results obtained previously, there was significant difference in the Organizational Climates of SBI and ICICI Bank wherein the working environment was more relaxed, open and free in the latter while in the former, there was more rigidity, less of participation by members and a more controlled working

Climate where each one is engaged in one's routine tasks allotted by the head. While in the case of Team effectiveness, it was found that Teams were more effective in the ICICI Bank than the SBI Bank studied due to presence of more collaboration among members, shared leadership, and participative management with free and open discussions frequently held by the team members however many times many a times informal meetings were arranged by the heads as well. Due importance being given to Team work and groups which all together lead to more effective Teams in the ICICI Bank. However the results show that despite a positive relationship between the two variables, there is very slight or negligible correlation between them, indicating clearly that there maybe other factors and variables which are related to Effective Team Building. It may be concluded that Organizational Climate is an important factor but not the only factor resulting in Effective Team building.

MAJOR FINDINGS

- SBI Bank reflects Bureaucratic and Autocratic Culture while ICICI Bank reflects Technocratic and Entrepreneurial Culture

- SBI Bank represents favorable Organisational Climate with high team effectiveness while ICICI Bank has more favorable Organisational Climate with very high Team Effectiveness.

- Thus the two Banks differed in Organisational Culture, Climate & Team Effectiveness.

- There is significant difference between the Organisational Cultures of SBI and ICICI Bank.

- There is significant difference between the Organisational Climate of SBI and ICICI Bank

- There is moderate positive relationship between Organisational Culture and Effective Team Building in both SBI and ICICI Bank.

- There is moderate positive relationship between Organisational Climate and Effective Team Building in both SBI and ICICI Bank.

- Team building is moderately effecting and mediating the relationship between organizational culture and organizational climate in both SBI and ICICI Bank.

SBI Bank

- Decision making by Head of authority following a series of levels of approval

- Values are important but primacy given to procedures

- Less flexibility & closed environment - role roundedness in terms of tasks

- Rich traditional past with strong foundation -following the status quo with little modifications as per the changing global market needs

- Has a rigid organizational structure with systems, channels & hierarchical levels

- Reward system, motivational level, warmth & support among members & delay in decision making process are some of the grey areas needing special attention

- Misses out on parameters like mutual collective spirit, capacity building, an open, free & flexible environment with active participation of all members

- Less creativity- acceptance of novel ideas & desirability to accept changes- resulting in teams functioning mechanically with limited scope & narrow goals to attain

- Slight correlation between organizational Culture, Climate and effective team building - there are other organizational variables that are important for effective team building

ICICI Bank

- Employee friendly environment.

- Catering to changing needs of employees & customers - the ultimate goal of this organization.

- Shared leadership - new ideas, views and opinions welcomed

- Active interest in the welfare of employees- members takes self initiative for conducting varied activities.

- Trust, mutual cooperation, warmth & collaboration towards work exist - motivational spirits high.

- Occasionally there are staff improvement programs

- Organisational structure & Reward system are the twin factors that need to be considered

- Organisational Culture & Climate are important components of organizations contributing towards effective team building - however in conjunction with several other organizational variables and factors.

CONCLUSION

Human Resource is one of the most important assets of an organization on which considerable attention is to be given to make it an organization that is dedicated and committed to the objectives of the organization and cater to people's needs and help develop healthy Climate. To develop and sustain motivation level and commitment to job, role of rewards, organizing training and other significant programs is deeply essential for better Climate and Culture, in turn better productivity. A good management *team* with a visionary leader can help to build empires out of organizations that nest people friendly *climate* and have a rich embedded *culture* which together contribute to Organizational success.

Acknowledgement

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