
**Organisational Climate:
A Comparative Study of State Universities of Haryana**

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Abstract:

Organizational climate determines the working environment in which the employees feel contented or discontented. Perception of Organisational climate influences the performance of the employees. This research is aimed at to study the nature and level of organisational climate in the State Universities of Haryana. A sample of 269 non-teaching employees working in the State Universities has been drawn using convenient sampling procedure. The data has been collected with the help of OCTAPACE profile questionnaire and analysed with the help of ANOVA. The findings reveal that there is significant difference in nature and level of perceived organisational climate among the State Universities.

Key Words: Job Performance, Organisational Climate, OCTAPACE, State University.

The general climate is a combination of a support from all the concerned quarters, viz; from the management people working in different levels, good supportive personnel policies and practices as well as the positive attitudes towards the development of the people as well as their organization. (Shneider & Reichard, 1996). Organizational Climate in general, is 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. Organizational climate reflects the summary perceptions held by organizational members towards their organization. It represents the psychological state which is strongly affected by organizational conditions like structures, systems and managerial behaviour. It is 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.

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 them (M. L. Gupta, 2012). The term "organizational climate" was introduced by Lewin, Lippitt and White (1939) in their article which was focused on the experimentally created social climates on a number of groups of teenage boys emphasizing on the relationship between leadership styles and so-called 'Social Climate'. Organizational Climate is 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 Gregopoulos (1965). Forehand & Gilmer (1964) defined Organizational Climate as a 'set of characteristics that (a) Describe the organization and distinguish it from other organizations, (b) Relatively enduring over time and (c) Influence the behaviour of people in the organization.

Constituents of organizational climate

There are six profiles that are found in the organizations which can be regarded as six distinctive organizational climates (Halpin and Croft, 1963). An *Open Climate* refers to the

openness and authenticity of interaction. *Autonomous Climate* refers to an atmosphere where employees are given a good measure of freedom to operate in the institution. *Controlled Climate*-the employer does not model commitment, hard work is over-emphasized to the extent that little or no time is given to social life. *Familiar Climate* depicts a laissez-faire atmosphere. *Paternal Climate* depicts an atmosphere where the administrator is very hardworking, but has no effect on the staff; to them hard work is not a popular term. *Closed Climate* The main characteristic of this type of climate is lack of commitment or unproductive disengagement (Halpin, 1966).

Litwin & Stringer (1968) introduced a very comprehensive framework of Organizational Climate. They provided six dimensions of Organizational Climate that included *structure, responsibility, reward, risk, warmth and support*.

Tagiuri (1968) stated that the organizational climate is composed of the following four dimensions, viz., *Ecology* refers to the physical and material factors in the organization, i.e., size, age, design, facilities and conditions of the building. *Milieu* is the social dimension in the organization. *Social System* refers to the organizational and administrative structure of the organization. *Culture* refers to the values, belief system, norms, and ways of thinking that are characteristics of individuals in the organization.

OCTAPACE culture is most popular concept to build climate. OCTAPACE culture was introduced by T.V. Rao. OCTAPACE stands for the followings;

Openness: Employees are free to express their ideas. Management adopts open door policy to uphold openness in the environment. The managers leave their doors open, so that any of their subordinates also can converse with them. Openness in organizational climate encourages open communication, feedback, and discussion about any matter of importance to an employee.

Confrontation: Confrontation is about face to face meeting of members where they can communicate their ideas without apprehension. Confrontation means problems brought in front of people rather than avoiding them. An organization encourages people to identify a problem and bring it to people concerned to solve it.

Trust: Trust includes maintaining the secrecy of information shared by others, so that nobody can misuse it. Trust within the employees to the management and management's trust on employees result high level of understanding, synchronization among employees, friendly and

disciplined environment and higher output.

Authenticity: Authenticity is the readiness of a person to acknowledge of the feelings and make coordination between what he says and does. This value is important for the development of a matured culture within the organization. The result of authenticity brings openness in the climate of the organization. If a person be authentic or genuine in his life it becomes very easy to predict his behaviour.

Pro-action: Employees take active initiative for any change and anticipate future development. In pro- activity employees take initiative and plan in advance and take preventive action. Pro-activity also includes positive behaviour. Pro-activity gives initiative to a person to start a new process or a new pattern of behaviour.

Autonomy: Autonomy refers to freedom or independence to use power without any fear. It means giving freedom to the employee to enjoy power of a position but within certain limits set by the organization. Autonomy increases with the responsibility of a person. The outcome of autonomy is development of mutual respect between employees and employers and confidence among employees.

Collaboration: It depicts that people work together and use one another's skills to achieve a common goal. They take help of other people to find out a best alternative in solving any problem. It increases productivity of individual as well as the organization; motivate joint decision and participative approach, proper utilization of resources and better quality of products and services.

Experimenting: Employees experiment their values to try out new ways of dealing with problems in the organization. It means using innovative approaches to solve problems. Employees also use feedback for further improvement and consider corrective actions. Creativity is reflected in employees' suggestions.

Organizational climate is associated with important outcomes at diverse levels (individual, groups and organization). There is a positive correlation between climate individual job performance (Brown & Leigh,1996): (Pritchard & Karasick, 1973), organizational performance (Lawler III et al.,1974 & Patterson et al.,2004).

Borucki & Burke (1999) found that there exists a positive relation between service climate, personnel service performance, and store financial performance. Another global climate

study has been performed by Gelade and Ivery (2003) in which they found global climate to be positively related to sales against target, staff retention, clerical accuracy, customer satisfaction, and overall performance. The research conducted show that a positive, supportive, incentive organizational climate has positive effects on the job satisfaction and job performance (Litwin and Stringer , 1968; Bilir & Unal, 2007).

Srivastav (2007) revealed that individuals with strong achievement needs react positively when they are responsible of challenging but achievable goals and when their innovative entrepreneurial behaviours are rightly rewarded. Thus individual need for achievement and organizational climate are significant determinants of individual performance in an organization.

As per section 2 (f) of the University Grants Commission Act, 1956, a ‘State University’ is a university that is established or incorporated by or under a State Act, and includes any such institution as may, in consultation with the University concerned, be recognized by the Commission in accordance with the regulations made in this behalf under this Act. Further, as per section 12 of the UGC Act, 1956, the state universities are eligible to receive the financial assistance from the University Grants Commission, New Delhi. In the present study, the data has been taken from Kurukshetra University, Maharishi Dayanand University, Guru Jambheshwar University of Science & Technology and Chaudhary Devi Lal University. These state universities have been created under the following Haryana State Legislative Acts:

Table-I

Sr. No.	University	Act
1	Kurukshetra University	12 of 1956
2	Maharishi Dayanand University	25 of 1975
3	Guru Jambheshwar University of Sci.& Tech.	17 of 1995
4	Ch. Devi Lal University	9 of 2003

The Kurukshetra University, Kurukshetra is the oldest state university of the Haryana. Its foundation stone was laid by Dr. Rajendra Prasad, the first President of the Republic on 11 January, 1957. The University has 362 affiliated colleges and institutes. The Maharshi Dayanand University, Rohtak has 490 affiliated Institutions/Colleges. The Guru Jambheshwar University of Science & Technology, Hisar is a technical university. Its jurisdiction extends to the courses being run in the areas of science, technology, engineering, pharmacy, physiotherapy and

management on the University Campus and all Technical Institutions. The **Chaudhary Devi Lal University, Sirsa is a new university. There are 47 colleges/institutions affiliated to it.**

Research Problem

The changing economic and technological environment has posed increasing challenges for the universities, which in turn, require them to perform better in terms of quality, time and service. In such a climate the State Universities of Haryana are to undergo a massive cultural change so as to bring about corresponding changes in their performances. In this regard, it would be correct to identify and delineate the critical factors in the organizational environment of the state Universities that have the most positive impact on the performance of the State Universities. This proposed research work is aimed at to study the above mentioned variable.

Objective of the Study

1. To study the nature of organisational climate in the State Universities of Haryana.
2. To compare the level of organisational climate of the State Universities of Haryana.

Hypotheses

1. The nature of organisational climate is likely to differ in the State Universities of Haryana.
2. The level of organisational climate is likely to differ in the State Universities of Haryana.

Methodology

The present study is carried out to understand the nature and level of organisational climate with the help of sample drawn from the non-teaching staff of the four states universities of Haryana; viz; Kurukshetra University, Chuadhary Devi Lal University, Guru Jambeshwar University of Science and Technology and Maharshi Dyanand University. For the purpose, a sample of four hundred non-teaching employees working in the above stated four universities was drawn using convenient sampling procedure. The participation of employees in the sample was on voluntary basis. The data has been collected in two ways i.e. field data and documented data. A total number of four hundred questionnaires were distributed amongst the employees working in the selected universities. Out of that 317 questionnaires were received back. It was found that only 269 questionnaires were filled completely. As such, the response rate was found at 67.25%.

Instrument Used For Collection of Data

The standardised questionnaire of organisational climate, i.e., the OCTAPACE profile developed by Udai Pareek (2002) has been used. The OCTAPACE profile is a 40-item instrument that gives the profile of organisation's ethos in 8 values. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The instrument contains 2 parts. In part I, values are stated in item 1 to 24 (three statements of each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is values in his organization. Part 2 contains sixteen statements on beliefs, 2 each for 8 values, and the respondent checks (on a 4-point scale) how widely; each of them is shared in the organisation.

Results and discussion

The obtained data were analysed in the light of the objectives & hypothesis proposed in the study. For this purpose ANOVA was carried out so that a comparison can be done. The summaries of ANOVA of overall organisational climate and aspects of organisational climate are as under;

Table-II
Summary of ANOVA of Organisational Climate
(N-269)

Variable	Statistics	KUK	CDLU	GJU	MDU
Organisational Climate	Mean	124.026	115.550	116.030	113.231
	S.D.	6.567	6.924	8.954	13.222
	F-test	18.475			
	Sig.	.000*			

* ANOVA is significant at the 0.05 level.

Summary of the ANOVA of overall organisational climate (Table-II) reveals that the F-value is 18.475 indicating thereby that there is a significant difference in the perceived organisational climate of non-teaching employees of the said universities which means that non-teaching employees of four universities perceive their organisational climate in different manner. Further, the mean value of the perceived organisational climate of non-teaching employees of the Kurukshetra University, Kurukshetra has been found the highest (124.026) indicating thereby

that non-teaching employees of the Kurukshetra University treat the organisational climate in their university as highly conducive for them. The mean value of perceived organisational climate of non-teaching employees of the Maharishi Dayanand University, Rohtak has been found the lowest (113.231) which expresses that the organisational climate in their university is not good to them.

Table-IV
Summary of ANOVA of Aspects of Organisational Climate
(N-269)

Variable	Statistics	KUK	CDLU	GJU	MDU
Openness	Mean	16.35	15.10	14.52	15.57
	S.D.	1.214	1.684	2.085	2.867
	F-test	9.858			
	Sig.	.000*			
Confrontation	Mean	16.52	15.40	15.06	14.97
	S.D.	1.727	1.699	1.845	2.945
	F-test	8.129			
	Sig.	.000*			
Trust	Mean	14.89	13.55	15.05	13.80
	S.D.	1.226	1.926	1.304	3.094
	F-test	9.168			
	Sig.	.000*			
Authenticity	Mean	12.65	13.15	13.38	11.54
	S.D.	1.475	1.505	1.982	2.873
	F Test	10.824			
	Sig.	.000*			
Proaction	Mean	17.05	16.10	16.06	15.20
	S.D.	1.739	2.039	1.793	2.259
	F Test	10.682			
	Sig.	.000*			

Variable	Statistics	KUK	CDLU	GJU	MDU
Autonomy	Mean	14.68	12.75	13.25	13.38
	S.D.	2.188	2.759	2.271	2.352
	F Test	8.316			
	Sig.	.000*			
Collaboration	Mean	15.71	14.80	13.85	14.52
	S.D.	1.514	1.582	2.835	2.524
	F Test	8.764			
	Sig.	.000*			
Experimenting	Mean	16.173	14.700	14.861	14.260
	S.D.	1.742	1.356	1.694	2.361
	F Test	14.508			
	Sig.	.000*			

* ANOVA is significant at the 0.05 level.

From the F-values of aspects of the perceived organisational climate, i.e., Openness-9.858, confrontation-8.129, trust-9.168, authenticity-10.824, proaction-10.682, autonomy-8.316, collaboration-8.764 and experimenting-14.508 of non-teaching employees of four universities, it is found that there is a significant difference at the aspect levels of the perceived organisational climate amongst the non-teaching employees of the said universities. Hence, the hypotheses drawn are accepted.

Further, is also found that non-teaching employees of the Kurukshetra University have highest mean score in six aspects of the Organisational climate, i.e., openness (16.35), confrontation (16.52), proaction (17.05), autonomy (14.68), collaboration (15.71) and experimenting (16.173) so, there is good organisational climate at their campus. Employees are free to express their ideas. The university administrators keep their doors open to communicate with their subordinates. The University administration holds face to face meeting of members where they can express their ideas without fear. In Proactivity employees take initiative and plan in advance and take preventive action. The university gives freedom to the employee to enjoy power of a position but within certain limits set by the organization. They take help of other

people to find out a best alternative in solving any problem. Employees experiment their values to try out new ways of dealing with problems in the organization.

Non-teaching employees of the Guru Jambheshwar University of Science & Technology have the highest mean score in two aspects, i.e., trust (15.05) and authenticity (13.38) which means that they maintain secrecy of information shared by them so that nobody can misuse it. There is trust within the non-teaching employees and the university administration. There is readiness to acknowledge of the feelings and make coordination between what they say and do. Hence, there is a matured culture within the Guru Jambheshwar University of Science & Technology.

Non-teaching employees of the Maharishi Dayanand University have got lowest mean score in four aspects, i.e., confrontation (14.97), authenticity (11.54), proaction (15.20) and experimenting (14.260) which indicate that they lack in face to face meeting of members where they can communicate their ideas without apprehension and there is no readiness to acknowledge of the feelings and make coordination between what they say and do. Further, they neither take active initiative for any change anticipating future development, nor experiment their values to try out new ways of dealing with problems in the organization.

In view of above findings, it is concluded that the universities tend to differ in terms of nature and level of perceived organisational climate. Administrations of the universities where organisational climate has not been perceived to be high should try to introduce such kind of activities/ interventions which may result in good perception of organisational climate at theirs so as to get better environment for performance.

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