

# PERCEPTION OF ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF SCIENTISTS IN KERALA AGRICULTURAL UNIVERSITY

**B.S. Siddaramaiah and P. Rajeev**

University of Agricultural Sciences, Hebbal, Bangalore 560 024

**Abstract:** An investigation on organisational climate and job satisfaction of scientists in Kerala Agricultural University was conducted involving 60 teachers and 44 researchers from two agricultural colleges and four regional agricultural research stations. The findings indicated that a higher proportion of the respondents perceived the organisational climate as **facilitating** and job satisfaction as medium. "Problem solving" was perceived as the most important dimension of organisational climate, while **inter-personal relationship** remained the least perceived dimension. In respect of job satisfaction the respondents were more satisfied with work itself and least satisfied with working conditions. There was no significant relation between the selected demographic and psychological variables, except the perception of work. However, the organisational climate was significantly related to the job satisfaction of both teachers and researchers.

## INTRODUCTION

Organisational climate refers to shared perception of the employees who work and live together in the organisation. It is the sum total of individual's perceptions regarding organisational procedures, practices and **represents** the psychological environment prevailing in the organisation (Prakasam, 1986). The organisational climate affects the members behaviour, and it can have a profound influence on job performance and satisfaction of employees. An understanding of the organisational climate and the factors operative on the perception of climate by the members is essential to the managers of the development organisation.

Agricultural Universities in India occupy a central position among developmental organisations, leading our ever needed efforts for the improvement of agriculture through their three fold and integrated functions of teaching, research and extension. According to Smith (1976) "the behaviour of people is a more powerful factor in social service organisations than in commercial

organisations, because they are more human service oriented rendering software service for human growth and development". The present study was **undertaken** with the main objective of investigating the organisational climate and job satisfaction of agricultural scientists and to know the relationship between their demographic and psychological variables with the organisational climate.

## MATERIALS AND METHODS

The present investigation was conducted during 1988 by purposive selection of the Kerala Agricultural University. The University, established in 1971, has five teaching campuses and 23 research stations. Based on staff strength, two agricultural colleges situated at Vellanikkara and Vellayani and four regional agricultural research stations at Pilicode, Ambalavayal, Pattambi and Kumarakom were selected.

A list of all the scientists working in teaching campuses and research stations, who have put in a maximum of two years of services, was prepared and from this list 60 teachers and 44 researchers were

Table 1. Scales/techniques employed for the measurement of independent variables

1	Age	Measured in terms of number of years completed
2	Education	Structured question with scores of 1, 2 and 3 for M.Sc., Ph.D. and post-doctoral qualifications, respectively
3	Cadre in the organisation	Structured question
4	Job experience	In terms of years of experience completed
5	Attitude towards work	Scale developed by Hafeez and Subbaraya (1977)
6	Job involvement	Scale developed by Veerabhadraiah (1980)
7	Perception of work load	Five point continuum from very light to very heavy
8	Professional perception	Instrument developed by Rao (1972)
9	Achievement motivation	Scale developed by Prasad (1983)

proportionately selected for the purpose of this study. Organisational climate was measured making use of the scale developed by Pareek (1974) which consisted of 36 statements on various dimensions. The responses were obtained on a five point continuum by giving scores of 4, 3, 2, 1 and 0 for favourable statements. Job satisfaction was measured with the help of scale developed by Sridhar (1977). The respondents were asked to rate 18 statements in the scale on five point continuum from "very much satisfied" to "very much dissatisfied" and given weightages of 4 to 0, respectively. The techniques employed for the measurement of other independent variables are detailed in Table 1.

## RESULTS AND DISCUSSION

### 1. Perception of organisational climate

As it could be observed from Table 2, a higher proportion of researchers (40.91%) and teachers (38.33%) perceived organisational climate as "facilitating", while about one-third of the respondents

viewed organisational climate as "most facilitating". The percentage of respondents finding the organisational climate as "least facilitating" was less in case of both teachers and researchers. The Kolmogorov-Smirnov two sample test was applied to compare the organisational climate scores of the two groups. The computed value of 'D' ( $D_{max} = 0.17$ ) which was not significant at 0.05 level implied that the teachers and researchers did not differ significantly between themselves in relation to their perceived organisational climate scores.

### 2. Dimensions of organisational climate

The data on the ranking of various dimensions of organisational climate, as perceived by the pooled sample of teachers and researchers, are given in Table 3. The ranking made on the basis of percentage of total scores obtained indicated that problem solving was perceived as the most important dimensions followed by decision making, communication, team spirit, managing conflicts, guidance and supervision and

Table 2. Distribution of teachers and researchers based on organisational climate scores

Perceived organisational climate	Teachers		Researchers	
	n	%	n	%
Most facilitating	20	33.33	14	31.82
Facilitating	23	38.33	18	40.91
Least facilitating	17	28.34	12	29.27
Total	60	100.00	44	100.00

Table 3. Ranking of various dimensions of organisational climate (n = 104)

Dimensions of organisational climate	No. of items	Max. obtainable scores	Scores obtained	Percentage	Rank
Guidance and supervision	4	2496	1461	58.53	6
Interpersonal relationship	4	1664	896	53.84	7
Team spirit	8	33.28	20.59	61.87	4
Communication	5	20.80	13.08	62.88	3
Decision making	4	16.64	10.62	63.82	2
Problem solving	4	16.64	10.82	65.02	1
Managing conflicts	5	20.80	12.39	59.57	5

Table 4. Distribution of teachers and researchers based on job satisfaction scores

Levels of job satisfaction	Teachers		Researchers	
	n	%	n	%
High	18	30.07	16	36.36
Medium	25	<b>41.60</b>	15	34.07
Low	17	28.33	13	29.55
Total	60	100.00	44	100.00

interpersonal relationship. It was encouraging to note that the scientists of the Kerala Agricultural University have rightly perceived the importance of the dimensions like problem solving, decision making, communication, team spirit etc. However, the poor perception of the dimension under interpersonal relationship points out the need for strengthening the network of informal groups like cultural forums, recreation clubs and other associations in the university campus to strengthen the interpersonal relations among scientists.

### 3. Overall job satisfaction

The data on overall job satisfaction scores (Table 4) revealed that 36.36 percent of researchers fall under the high job satisfaction group, while 41.60 per cent of teachers belonging to medium job satisfaction category. The percentage of respondents falling under low satisfaction was quite considerable in respect of both teachers and researchers.

The calculated D value of Kolmogrove-Smirnov test ( $D_{max} = 0.08$ ) which was not significant at 5 percent level indicated that there was no significant difference in the job satisfaction levels of teachers and researchers.

### 4. Dimension of job satisfaction

The data on area-wise job satisfaction of the respondents (Table 5) indicated that they were better satisfied with work itself, followed by morale and recognition. They were least satisfied in respect of working conditions. The findings implied that the work in the agricultural university provides opportunities for the scientists to use their scientific knowledge and skills and thus offers them a greater measure of intrinsic

rewards. However, the finding that the respondents were not much satisfied with the working conditions deserves the attention of the management functionary and efforts need to be made for providing better work place to the employees.

### 5. Relationship between organisational climate and psychological factors

The selected demographic and psychological variables of the respondents showed rather weaker relations with perceived organisational climate (Table 6). None of the demographic variables viz., age, education, cadre in the organisation and job experience were found significantly related to the perceived organisational climate by the teachers as well as researchers. Similarly, the psychological variables namely attitude towards work, job involvement, professional perception and achievement motivation also failed to show significant relations with the organisational climate. However, perception of work load of the teachers was found to be significantly and negatively associated with their perception of climate, while no such relation was observed in case of researchers. The only variable found significantly related to the perception of organisational climate by both teachers and researchers was job satisfaction.

## SUMMARY AND IMPLICATIONS

The overall trend of perception of organisational climate by the scientists of the Kerala Agricultural University implied more or less healthy climate, with considerable degree of consistency among teachers and researchers. But an indepth study has indicated that there is a need for improvement of climate in certain areas viz., interpersonal relationship, guidance and supervision etc. Poor interpersonal

Table 5. Ranking of area-wise job satisfaction

Area of job satisfaction	No. of statements	Maximum scores	Scores obtained	Percentage	Rank
Work itself	5	20.80	13.55	65.05	1
Working conditions	7	29.12	18.03	61.90	3
Morale and recognitions	6	24.96	15.80	63.30	2

Table 6. Relationship of demographic and psychological variables with the perceived organisational climate

Independent variables	Values of correlation co-efficient	
	Teachers	Researchers
1 Age	0.2298	0.1459
2 Education	0.0232	0.1957
3 Cadre in the organisation	0.1786	0.0664
4 Job experience	0.1037	0.1723
5 Attitude towards work	0.1241	0.2539
6 Job involvement	0.1702	0.1575
7 Perception of workload	-0.2595*	-0.2087
8 Professional perception	0.1453	0.2028
9 Achievement motivation	0.2118	0.2629
10 Job satisfaction	0.5393*	0.6015*

\* = Significant at 5% level

relationship might be due to lack of informal network of social relations among the scientists. This could be managed by encouraging the members to participate more and more in informal organisations like employees welfare associations, cultural forums, recreational clubs etc. The deficiency in supervision and guidance could be improved by encouraging healthy superior-subordinate interaction through the use of informal communication channels and fair delegation of authority and work to the subordinate staff.

The organisational climate and job satisfaction are the two most important factors for the managers to watch, for they were found related significantly to each other. Based on the finding, it is also suggested that the causes of dissatisfaction of scientists in the areas of morale and recognition may be removed by providing intrinsic rewards and incentives; which will improve the perception of organisational climate by the scientists and job satisfaction in turn.

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