

Analysis of Prevailing Organizational Climate of Selected State Agricultural Universities of Northern Region

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ABSTRACT

State Agricultural Universities are academic organizations, which contribute significantly to agricultural development. Congenial organizational climate provided by the Universities leads to efficient functioning of the scientists which in turn helps in achieving the objectives of the organization. The present study was conducted to study the perception of scientists about prevailing organizational climate. Three State Agricultural Universities of northern region were selected randomly for the purpose of this study viz. GBPUAT, CCSHAU and PAU. A sample of 100 scientists from each SAU i.e. GBPUAT, CCSHAU and PAU were selected with probability proportion to number of scientists cadre wise and number of scientists in teaching, research and extension. A Likert scale was used for measuring the perceived prevailing climate. It was found that in GBPUAT more than sixty per cent of the scientists perceived the climate as above average in the area of supervision and decision making. In CCSHAU 45.00 per cent of the scientists perceived the prevailing organizational climate as below average in the area of managing rewards and decision making. In PAU, 62.00 per cent and 56.00 per cent of the scientists perceived the prevailing climate as above average in the area of managing rewards and decision making. It was concluded that there is need to make improvement in the area of decision making and managing rewards in all the studied SAUs.

Key words: Analysis; Organizational Climate; Perceived; Prevailing;

State Agricultural Universities are academic organizations, which contribute significantly to agricultural development. The technical expertise and commitment of scientists of various agricultural universities is of paramount importance which has a direct bearing in the generation and transfer of improved agricultural technology. The congenial organizational climate provided by the university will bring in efficient functioning of the scientists working in the organization, ultimately helping in achieving the objectives of the organization. Scientists are engaged in transactions for meeting their professional needs and strengthening their disciplines. If congenial work environment prevails only then the scientists become satisfied with their job, and work in harmony as a team and motivate the people to participate in extension and development programmes. The institution's responsibility is to provide climate in which scientists can gain satisfaction and help the institution to attain its objectives. Keeping this in view the present study was conducted to study the perceptions of scientists about prevailing climate in the organization.

METHODOLOGY

Three State Agricultural Universities of northern region were selected randomly. A sample of 100 scientists each from Chaudhary Charan Singh Harayan Agricultural University (CCSHAU) Hisar, Gobind Ballabh Pant University of Agriculture and Technology (GBPUAT) Pantnagar and Punjab Agricultural University (PAU), Ludhiana were selected by probability proportion to size with cadre and teaching, research and extension. For measuring organizational climate items were prepared in five areas, such as communication, managing reward, supervision, interpersonal relationships and decision-making. Five point Likert scale was used to measure the organizational climate viz., strongly agree, agree, undecided, disagree and strongly disagree. Scores of 5,4,3,2 and 1 were assigned respectively for the positive statement and reverse scoring was made for negative statements. Data were collected through distributed questionnaire method. Scores of all the items were

summed up. Maximum scores were 30 and minimum 6. On the basis of perceived organizational climate score, the scientists were divided into three categories viz. 6.00 to 18.00 as below average, 18.00 as average and 18 to 30.00 as above average. For the overall perceived prevailing organizational climate scientists were classified into three categories on the basis of their scores.

RESULTS AND DISCUSSION

Perceived prevailing organizational climate of scientists of GBPUAT, CCSHAU and PAU : Data presented in Table 1 revealed that more than 83.00 per cent of the scientists from GBPUAT perceived the organizational climate as above average and only 12.90 per cent perceived it below average in the area of communication. Similar findings were reported by *Bairathi and Sharma (2002)* in a study of perceived communication climate in an agricultural university and found that communication climate as perceived by majority of the scientists was favourable. Same trend was observed in the area of interpersonal relationships. More than 60.00 per cent of the scientists perceived the organizational climate as above average in the area of managing rewards, supervision and decision making. In the area of supervision and decision making 30.00 per cent of the scientists perceived the climate as below average. It was further observed from the data given in Table 1 that more than 75 per cent of the scientists from CCSHAU perceived the organizational climate above

average and more than 15 per cent perceived it as below average in the area of communication. In the area of managing rewards and decision making, only 46.00 per cent of the scientists perceived it as above average but almost same percentage of the scientists perceived the organizational climate as below average. Two third of the scientists from the area of supervision and 60.00 per cent from the area of interpersonal relationships perceived the climate as above average. Thirty per cent scientists from the area of interpersonal relationships and 25.00 per cent from the area of supervision perceived it as below average. Study findings were supported by *Veerasingam et al (2001)* in a study of perceived organizational climate of state extension system, dimension communication was best followed by managing problems, interpersonal relations, decision making, managing conflicts, making mistakes and risk taking in descending order.

Data regarding the perceived prevailing climate of scientist of PAU revealed that 78.00 per cent of the respondents perceived the organizational climate above average in the area of communication. Only 6.00 per cent perceived it as average. More than 15.00 per cent of the scientists perceived the organizational climate as below average. Seventy and 75.00 per cent of the scientists perceived the organizational climate above average in the area of supervision and interpersonal relationships. More than 60.00 per cent of the scientists perceived the climate as above average in the area of managing rewards. A little more than thirty per cent of

Table 1. Distribution of the scientists of GBPUAT according to area wise perceived prevailing organizational climate (N=93)

S. No.	Area	Score range	Category	Prevailing climate					
				GBPUAT (N=93)		CCSHAU (N=93)		PAU (N=100)	
				No.	%	No.	%	No.	%
1	Communication	Above 18.00-30.00	Above average	78	83.87	76	76.00	78	78.00
		18.00	Average	3	3.23	8	8.00	6	6.00
		6.00-Below 18.00	Below average	12	12.90	16	16.00	16	16.00
2	Managing rewards	Above 18.00-30.00	Above average	63	67.74	46	46.00	62	62.00
		18.00	Average	6	6.45	8	8.00	7	7.00
		6.00-Below 18.00	Below average	24	25.81	46	46.00	31	31.00
3	Interpersonal relationships	Above 18.00-30.00	Above average	75	80.65	60	60.00	75	75.00
		18.00	Average	6	6.45	10	10.00	6	6.00
		6.00-Below 18.00	Below average	12	12.90	30	30.00	19	19.00
4	Supervision	Above 18.00-30.00	Above average	59	63.44	67	67.00	70	70.00
		18.00	Average	7	7.53	8	8.00	8	8.00
		6.00-Below 18.00	Below average	27	29.03	25	25.00	22	22.00
5	Decision making	Above 18.00-30.00	Above average	58	62.37	46	46.00	56	56.00
		18.00	Average	6	6.45	9	9.00	9	9.00
		6.00-Below 18.00	Below average	29	31.18	45	45.00	35	35.00

the scientists perceived the climate as below average. In the area of decision making 35.00 per cent of the scientists perceived the organizational climate below average and 56.00 per cent of the scientists perceived it as above average and even 9.00 per cent of the scientists felt the organizational climate as average.

Table 2. Distribution of the scientists of three SAUs according to their overall perceived prevailing organizational climate

Category/Score range	GBPUAT (n=93)	CCSHAU (n=100)	PAU (n=100)
Above average (Above 90.00-150.00)	73 (78.50)	58 (58.00)	76 (76.00)
Average (90.00)	-	3 (3.00)	2 (2.00)
Below average (30.00 - below 90.00)	20 (21.50)	39 (39.00)	22 (22.00)

Figures in parentheses indicate percentage

Overall Perceived Prevailing Organizational Climate of Scientists of SAUs : It was found from the data given in Table 2 that 73.00 per cent of the scientists from GBPUAT perceived the prevailing climate as above average. Same trend was observed in case of PAU, where more than 75.00 per cent of the scientists perceived the climate as above average. In case of CCSHAU 58.00 per cent of the scientists perceived the climate as above average. Forty per cent of the scientists of CCSHAU perceived the prevailing climate as below average. A little more than one fifth of the scientists from GBPUAT and PAU perceived the prevailing climate as below average. Similar findings were reported by Reddy and Maraty (2003) who revealed that 42 per cent of the teachers of Acharya N.G.Ranga Agricultural University (ANGRAU) were categorized under medium overall organizational climate of the university. Singh and Kumar

(2009) reported that performance appraisal climate of the state department of agriculture was not satisfactory. There was significant gap between desired the prevailing performance appraisal climate. It was concluded that there is no difference in the perception of prevailing organizational climate among scientists of GBPUAT and PAU.

CONCLUSION

It can be concluded from the results that more than 70 per cent of the scientists from three State Agricultural Universities perceived the climate as above average in the area of communication. More than 60 per cent of the scientists from three SAUs perceived the climate as above average in the area of interpersonal relationships. Scientists from the three selected SAUs perceived the prevailing climate as below average in the area of decision making which indicate that for improving the climate there is need to make improvement in the area of decision making. Decision should be made involving juniors and faculty members should have influence in decision making. Decisions should be made keeping in view the welfare of the faculty. It is suggested that to make the environment congenial in the institutions, there is need to make improvement in the prevailing organizational climate by improving downward-upward, horizontal, communication, involvement of scientists in decision making and by providing rewards appreciation and incentives to the scientists. This will help to increase productivity of scientists, proper working environment and team spirit.

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