

Perception of agricultural scientists about prevailing and desired organizational climate at Punjab Agricultural University, Ludhiana

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ABSTRACT

The study was conducted on 100 agricultural scientists of College of Agriculture, PAU, Ludhiana. Organizational climate scale was developed by using Likert technique in the areas of communication, managing rewards, interpersonal relationships, supervision and decision-making. For measuring organizational climate, different items were prepared in each of the area. Organizational climate was measured in terms of scores obtained by the agricultural scientists on organizational climate scale. The responses were recorded on a five point continuum. Based on the scores, the scientists were classified into three categories viz. average, below average and above average. Mean score of prevailing and desired organizational climate for each area was worked out. Paired t test was used to test the significance of difference in the mean scores. Significant value of t indicated that a gap between the prevailing and desired organizational climate exists. There is an urgent need to improve the organizational climate.

INTRODUCTION

The first Agricultural University was established at Pantnagar in Uttaranchal in 1960 on the recommendations of University Education Commission and other expert committees. Following the example of university of Pantnagar, the Govt. of Punjab established Punjab Agricultural University at Ludhiana in July, 1962. Punjab Agricultural University has the statewide responsibility for teaching, research and extension in agriculture. Organizational climate serves as a guideline for dealing with scientists and has a major influence on their motivation and productivity. Scientists are engaged in transactions for meeting their professional needs and strengthening their respective disciplines. If congenial work environment prevails, only then the scientists become satisfied with their job, work in harmony as a team and motivate the people to participate in extension and developmental programmes. More favourable the organizational climate, the greater will be the productivity. The present study was conducted to study the prevailing and desired organizational climate as perceived by the agricultural scientists of Punjab Agricultural University, Ludhiana.

METHODOLOGY

A list of the in position faculty members of College of Agriculture, Punjab Agriculture

University, Ludhiana was prepared. From this list one hundred agricultural scientists were selected in proportion to the number of scientists in teaching, research and extension. Further, the scientists from Professors, Associate Professors, Assistant Professors were selected in proportion to each cadre. Organizational climate scale was developed by using Likert technique. Organizational climate was measured in the areas of communication, managing rewards, interpersonal relationships, supervision and decision making. Different items were prepared in each of the area. Response for prevailing climate was recorded on a five point continuum viz., strongly agree (SA), agree (A), undecided (U), disagree (DA) and strongly disagree (SDA) with weightage of 5,4,3,2 and 1 for positive statements and 1,2,3,4 and 5 for negative statements. Response categories for desired climate were strongly desirable (SD), desirable (D), neutral (N), disagree (DA) and strongly disagree (SDA). Organizational climate was measured in terms of scores obtained by the agricultural scientists on organizational climate scale. Mean score of prevailing and desired organizational climate was worked out. Paired t-test was used to test the significance of difference in the mean scores of prevailing and desired organizational climate.

RESULTS AND DISCUSSION

The results of the study have been

Key words :

Perceived organizational climate, Prevailing and Desired, Climate, Paired 't' test

Accepted :
September, 2009

discussed under the following headings:

Perceived prevailing and desired organizational climate in the area of communication:

The data pertaining to the perceived climate in the area of communication are given in Table 1. Data in Table 1 show that 69 per cent of the scientists agreed to the item instructions are issued after due consideration by the authorities and are expected to be carried out and 61 per cent of the scientists perceived it as a strongly desirable climate. Majority of the scientists agreed to the items that the seniors and subordinates feel free to discuss, faculty members speak with each other rather than writing memo and discussion held at various meetings are free and frank, were also perceived as desirable climate. On the other hand, for the item information passed from one person to another is distorted and was disagreed by more than half of the scientists and perceived it undesirable by 45 per cent of the scientists.

Perceived prevailing and desired organizational climate in the area of managing rewards:

The data with regard to perceived prevailing and desired organizational climate in the area of managing rewards have been presented in Table 2. It is clear from the Table 2 that 55 per cent of the scientists disagreed to the item that knowledge and expertise have no value and same percentage of the scientists perceived it strongly undesirable. Majority of the scientists agreed with the items that promotion decisions are based on the suitability of the promotee and accomplishment of work is appreciated, was perceived as strongly desirable. Item hard work is seldom recognized and appreciated was disagreed by 46 per cent of the scientists and perceived as undesirable by more than 75 per cent of the scientists. Forty per cent of the scientists disagreed to the item that rewards are given strictly on the basis of merit and perceived it as strongly desirable by 63 per cent of the scientists.

Table 1 : Distribution of the respondents of PAU according to their perceived prevailing and desired organizational climate in the area of communication (n=100)

Sr. No.	Items concerning area of communication	Prevailing climate					Desired climate				
		SA	A	U	DA	SDA	SD	D	N	UD	SUD
		f	f	f	f	f	f	f	f	f	f
1	Instructions are issued after due consideration by the authorities and are expected to be carried out	17 (17.00)	69 (69.00)	3 (3.00)	7 (7.00)	4 (4.00)	61 (61.00)	39 (39.00)	-	-	-
2	For taking an important decision, the tendency is to pass the file to somebody else for making the decision	12 (12.00)	39 (39.00)	13 (13.00)	24 (24.00)	12 (12.00)	9 (9.00)	15 (15.00)	-	40 (40.00)	36 (36.00)
3	The information passed from one person to another is distorted or deliberately misinterpreted	9 (9.00)	22 (22.00)	13 (13.00)	51 (51.00)	5 (5.00)	4 (4.00)	11 (11.00)	-	45 (45.00)	40 (40.00)
4	Seniors and sub-ordinates feel free to discuss and communicate on all issues without any reservation or hesitation	15 (15.00)	47 (47.00)	11 (11.00)	25 (25.00)	2 (2.00)	58 (58.00)	38 (38.00)	-	4 (4.00)	-
5	Faculty members speak with each other rather than writing memo	20 (20.00)	63 (63.00)	7 (7.00)	8 (8.00)	2 (2.00)	50 (50.00)	50 (50.00)	-	-	-
6	Discussion held at various meetings are free and frank.	18 (18.00)	54 (54.00)	10 (10.00)	18 (18.00)	-	54 (54.00)	46 (46.00)	-	-	-

Figures in parentheses indicate percentage

Table 2 : Distribution of the respondents of PAU according to their perceived prevailing and desired organizational climate in the area of managing rewards (n=100)

Sr. No.	Items concerning area of managing rewards	Prevailing climate					Desired climate				
		SA	A	U	DA	SDA	SD	D	N	UD	SUD
		f	f	f	f	f	f	f	f	f	f
1.	Knowledge and expertise have no value.	6 (6.00)	22 (22.00)	10 (10.00)	55 (55.00)	7 (7.00)	6 (6.00)	6 (6.00)	-	33 (33.00)	55 (55.00)
2.	Rewards are given to those who help their colleagues	3 (3.00)	32 (32.00)	26 (26.00)	33 (33.00)	6 (6.00)	35 (35.00)	40 (40.00)	-	15 (15.00)	10 (10.00)
3.	Hard work is seldom recognized and appreciated.	13 (13.00)	28 (28.00)	6 (6.00)	46 (46.00)	7 (7.00)	11 (11.00)	13 (13.00)	-	36 (36.00)	40 (40.00)
4.	Rewards are given strictly on the basis of merit	6 (6.00)	32 (32.00)	20 (20.00)	40 (40.00)	2 (2.00)	63 (63.00)	26 (26.00)	-	7 (7.00)	4 (4.00)
5.	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	12 (12.00)	43 (43.00)	18 (18.00)	24 (24.00)	3 (3.00)	55 (55.00)	45 (45.00)	-	-	-
6.	Accomplishment of work is appreciated and recorded.	8 (8.00)	61 (61.00)	10 (10.00)	18 (18.00)	3 (3.00)	62 (62.00)	38 (38.00)	-	-	-

Figures in parentheses indicate percentage

Perceived prevailing and desirable organizational climate in the area of interpersonal relationships:

A perusal of the data reported in Table 3 revealed that majority of the scientists agreed to the item work atmosphere is friendly and faculty members have strong association with their seniors and was perceived as strongly desirable climate. On the other hand 52 per cent of the scientists disagreed to the item that staff members do not trust each other and 50 per cent perceived it as strongly undesirable climate. The item working in a group is problem was disagreed by 44 per cent of the scientists and 47 per cent of them perceived it as strongly undesirable climate. Forty nine per cent of the scientists agreed to the item that psychological climate is very conducive and perceived it as strongly desirable by 58 per cent of the scientists. Item staff members deal more with differences on issues and tasks was agreed by 47 per cent of the scientists and 82 per cent of the scientists perceived it as desirable.

Perceived prevailing and desired organizational climate in the area of supervision:

Perception of scientists' with regard to prevailing and desired organizational climate in the area of supervision is presented in Table 4. A clear examination of the data in Table 4 revealed that senior faculty members take pains

to see that junior faculty improve skills, seniors are free to express their feelings, senior faculty members ask juniors for new ideas and higher authorities make efforts to identify and utilize the potential of the staff members were the items to which majority of the scientists agreed and perceived as desired climate also. Forty one per cent of the scientists disagreed to the item that supervision is done usually to find mistakes and it was perceived as undesirable climate by 86 per cent of the scientists. More than 60 per cent of the scientists disagreed to the item that every staff member do not know who is working under whom and was perceived strongly undesirable by 43 per cent of the scientists.

Perceived prevailing and desired organizational climate in the area of decision making:

The data on the perceived prevailing and desired organizational climate in the area of decision making have been presented in Table 5. The figures in the Table 5 revealed that 63 per cent of the scientists agreed to the item that decisions are made and influenced by specialists and knowledgeable persons and perceived it as a desirable climate. Decisions are made keeping in view the welfare of the faculty, faculty have influence in decision making and decisions are taken after discussion with the concerned people were the items on which majority of the scientists

Table 3 : Distribution of the respondents of PAU according to their perceived prevailing and desired organizational climate in the area of interpersonal relationships (n=100)

Sr. No.	Items concerning area of managing rewards	Prevailing climate					Desired climate				
		SA	A	U	DA	SDA	SD	D	N	UD	SUD
		f	f	f	f	f	f	f	f	f	f
1	Work atmosphere is very friendly.	13 (13.00)	58 (58.00)	9 (9.00)	17 (17.00)	3 (3.00)	61 (61.00)	37 (37.00)	-	2 (2.00)	-
2	Faculty members have strong association mostly with their seniors and look for suggestions and guidance from them.	7 (7.00)	69 (69.00)	9 (9.00)	15 (15.00)	-	56 (56.00)	42 (42.00)	-	2 (2.00)	-
3	Staff members do not trust each other.	-	20 (20.00)	14 (14.00)	52 (52.00)	14 (14.00)	7 (7.00)	7 (7.00)	-	36 (36.00)	50 (50.00)
4	Psychological climate is very conducive for developing and acquiring new knowledge.	15 (15.00)	49 (49.00)	10 (10.00)	24 (24.00)	2 (2.00)	58 (58.00)	37 (37.00)	-	5 (5.00)	-
5	Staff members deal more with differences on issues and tasks rather than engaging in personality clashes.	5 (5.00)	47 (47.00)	19 (19.00)	26 (26.00)	3 (3.00)	40 (40.00)	42 (42.00)	-	6 (6.00)	12 (12.00)
6	Working as a group is problem.	4 (4.00)	33 (33.00)	5 (5.00)	44 (44.00)	14 (14.00)	9 (9.00)	12 (12.00)	-	32 (32.00)	47 (47.00)

Figures in parentheses indicate percentage

Table 4 : Distribution of the respondents of PAU according to their perceived prevailing and desired organizational climate in the area of supervision (n=100)

Sr. No.	Items concerning area of managing rewards	Prevailing climate					Desired climate				
		SA	A	U	DA	SDA	SD	D	N	UD	SUD
		f	f	f	f	f	f	f	f	f	f
1	Supervision is done usually to find mistakes and catch the person.	9 (9.00)	38 (38.00)	12 (12.00)	41 (41.00)	-	5 (5.00)	9 (9.00)	-	43 (43.00)	43 (43.00)
2	Senior faculty members take pains to see that junior faculty members improve skills.	6 (6.00)	57 (57.00)	18 (18.00)	16 (16.00)	3 (3.00)	50 (50.00)	48 (48.00)	-	2 (2.00)	-
3	Seniors are free to express or discuss their feelings with their juniors.	10 (10.00)	62 (62.00)	12 (12.00)	16 (16.00)	-	43 (43.00)	57 (57.00)	-	-	-
4	Senior faculty members ask juniors for new ideas.	4 (4.00)	60 (60.00)	9 (9.00)	24 (24.00)	3 (3.00)	41 (41.00)	51 (51.00)	-	6 (6.00)	2 (2.00)
5	Every staff member does not know who is working under whom.	-	15 (15.00)	5 (5.00)	63 (63.00)	17 (17.00)	4 (4.00)	9 (9.00)	-	44 (44.00)	43 (43.00)
6	Higher authorities make efforts to identify and utilize the potential of the staff members.	4 (4.00)	56 (56.00)	13 (13.00)	25 (25.00)	2 (2.00)	56 (56.00)	42 (42.00)	-	2 (2.00)	-

Figures in parentheses indicate percentage

Table 5 : Distribution of the respondents of PAU according to their perceived prevailing and desired organizational climate in the area of decision making (n=100)

Sr. No.	Items concerning area of managing rewards	Prevailing climate					Desired climate				
		SA	A	U	DA	SDA	SD	D	N	UD	SUD
		f	f	f	f	f	f	f	f	f	f
1	Decisions are generally made without involving juniors and subordinates.	9 (9.00)	47 (47.00)	6 (6.00)	36 (36.00)	2 (2.00)	9 (9.00)	18 (18.00)	-	36 (36.00)	37 (37.00)
2	Decisions are made and influenced by specialists and knowledgeable persons.	6 (6.00)	63 (63.00)	10 (10.00)	19 (19.00)	2 (2.00)	44 (44.00)	47 (47.00)	-	6 (6.00)	3 (3.00)
3	Decisions are made keeping in view the welfare of the faculty.	6 (6.00)	51 (51.00)	17 (17.00)	26 (26.00)	-	50 (50.00)	46 (46.00)	-	4 (4.00)	-
4	Decisions are taken after discussing with the persons concerned.	3 (3.00)	46 (46.00)	8 (8.00)	41 (41.00)	2 (2.00)	48 (48.00)	48 (48.00)	-	4 (4.00)	-
5	Superiors ask subordinates for an informal discussion.	6 (6.00)	41 (41.00)	15 (15.00)	36 (36.00)	2 (2.00)	39 (39.00)	56 (56.00)	-	5 (5.00)	-
6	Faculty members have influence in decision making.	10 (10.00)	43 (43.00)	14 (14.00)	29 (29.00)	4 (4.00)	55 (55.00)	45 (45.00)	-	-	-

Figures in parentheses indicate percentage

agreed and perceived them as strongly desirable climate.

Area wise perceived prevailing and desired organizational climate:

Area wise perceived prevailing and desired organizational climate was also worked out. The data in this regard have been presented in Table 6 revealed that more than 70 per cent of the scientists in the area of communication and interpersonal relationships perceived the prevailing climate above average and a gap of 22 per cent and 24 per cent was found in these areas. A gap of 41 per cent was found in the prevailing and desired organizational climate in the area of decision making. Reddy and Maraty (2003) reported that majority of teachers of Acharya N.G. Ranga Agricultural University, Hyderabad were grouped under medium category regarding the perception of indicators of decision making and communication. Therefore, it is suggested that there is need to make some improvements in the prevailing organizational climate in the area of decision making and managing rewards.

Gap between the perceived prevailing and desired organizational climate:

The data regarding the gap between the perceived prevailing and desired organizational climate have been given in Table 7. Areawise mean score was worked out. Gap between the two climate mean scores was found to be 5.07 in the area of communication, 6.03 in the managing rewards, and 6.32 in the area of decision making. In each area t-value was found to be significant at 1 per cent level of significance. It indicates that there was difference in the mean scores of perceived prevailing and desired organizational climate. These findings are in line with those of Jhamtani and Singh (1987) who reported gap in existing and desired organizational environment dimensions.

Conclusion:

Majority of the scientists perceived the prevailing climate above average in the areas of communication, interpersonal relationships and supervision. There is difference in the mean scores of perceived prevailing and desired organizational climate. It can be concluded that the university scientists desire for better climate than the

Table 6 : Distribution of the respondents of PAU according to area wise perceived prevailing and desired organizational climate (n=100)

Sr. No.	Area	Score range	Category	Prevailing climate		Desired climate		Gap	
				f	%	f	%	f	%
1.	Communication	Above 18.00-30.00	Above average	78	78.00	100	100.00	22	22.00
		18.00	Average	6	6.00	-	-	-	-
		6.00-Below 18.00	Below average	16	16.00	-	-	-	-
2.	Managing rewards	Above 18.00-30.00	Above average	62	62.00	98	98.00	36	36.00
		18.00	Average	7	7.00	2	2.00	5	5.00
		6.00-Below 18.00	Below average	31	31.00	-	-	-	-
3.	Interpersonal relationships	Above 18.00-30.00	Above average	75	75.00	99	99.00	24	24.00
		18.00	Average	6	6.00	1	1.00	5	5.00
		6.00-Below 18.00	Below average	19	19.00	-	-	-	-
4.	Supervision	Above 18.00-30.00	Above average	70	70.00	98	98.00	28	28.00
		18.00	Average	8	8.00	2	2.00	6	6.00
		6.00-Below 18.00	Below average	22	22.00	-	-	-	-
5.	Decision making	Above 18.00-30.00	Above average	56	56.00	97	97.00	41	41.00
		18.00	Average	9	9.00	3	3.00	6	6.00
		6.00-Below 18.00	Below average	35	35.00	-	-	-	-

Table 7 : Gap between the perceived prevailing and desired organizational climate of PAU

Area	Perceived prevailing climate (Mean score)	Perceived desired climate (Mean score)	Gap (Mean score)	t-value
Communication	20.87	25.94	5.07	11.52**
Managing rewards	19.22	25.25	6.03	12.10**
Interpersonal relationships	20.93	25.57	4.64	11.01**
Supervision	20.76	25.90	5.19	11.54**
Decision making	19.06	25.38	6.32	13.05**
Overall organizational climate	100.79	128.04	27.25	15.51**

** indicate significant of value at P=0.05

one which is prevailing at the moment for enhanced motivation and increased productivity.

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