

# The perception of faculty about the gap between prevailing and expected organizational climate of selected state agricultural universities

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■ **ABSTRACT** : The study was conducted in four state agricultural universities of India viz., Punjab Agricultural University (PAU), Ludhiana, Punjab (North), Acharya N.G. Ranga Agricultural University (ANGRAU), Rajendra Nagar, Andhra Pradesh (South); Assam Agricultural University (AAU), Jorhat, Assam (East) and Maharana Pratap University of Agriculture and Technology (MPAU), Udaipur, Rajasthan (West) to study the perceptions of the faculty regarding the gap between the prevailing and expected organizational climate. The data collected from 216 faculty members revealed that the gap in the prevailing and expected organizational climate in the communication was perceived to be the highest and least in case of management of rewards and interpersonal relationship by the faculty. Significant gap between prevailing and expected climate in all the three dimensions of communication, management of rewards and interpersonal relationships can lead to future discord and affect the health of the selected organizations.

■ **KEY WORDS** : Organizational climate, Prevailing expected climate, Gap

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Organization is a social arrangement consisting of number of individuals, with different tasks for each individual, independence and interaction of these individuals aiming at the achievement of prefixed objectives. The behavioural scientists had a longstanding concern with the impact of specific behaviour of individuals and groups on the effectiveness of the organizations. The need for a formal study of behaviour both individual and group in the organization has emerged out of recent speedy development and growth of formal organizations in the society. "As any organization grows and develops, more and more problems are manifested as people's problems such as power struggles, interpersonal conflicts, low job motivation, union management relations etc." (Hammer and Organ, 1978). Because of this reason, study on organizational behaviour has become an inevitable part of theory and research in management. The prime concern of the present study is

centered on the important concept of organizational behavior viz., organizational climate.

Organizational climate studies address attitudes and concerns that help the organization work with employees to instill positive changes. The result if implemented can help to increase the productivity. Climate surveys give employees a voice to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. By identifying areas of inefficiency and acting on performance barriers identified by employees of all levels, an organization gain, a fresh and different perspective. It helps to identify areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony productivity. Therefore, the study was undertaken with following objective :

## Objective of the study :

To study the gap between prevailing and expected

Prevailing climate	Scores		Expected climate	Scores	
	Positive statement	Negative statement		Positive statement	Negative statement
Strongly agree (SA)	5	1	Strongly desirable (SD)	5	1
Agree (A)	4	2	Desirable (D)	4	2
Undecided (U)	3	3	Neutral (N)	3	3
Disagree (DA)	2	4	Undesirable (UD)	2	4
Strongly disagree (SDA)	1	5	Strongly undesirable (SUD)	1	5

organizational climate as perceived by the faculty of selected SAU's.

**RESEARCH METHODS**

The study was conducted in four state agricultural universities from Northern, Southern, Eastern, and Western zone of India viz., PAU Punjab (North); ANGRAU, Andhra Pradesh (South); AAU, Assam (East) and MPAU, Rajasthan (West). Sample of 54 faculty members representing variations in hierarchy (Professors, Associate Professors and Assistant Professors) and equal allocation to teaching, research and extension from each university were selected. Hence, a total of 216 faculty members were selected as the total sample for the study. Perception about dimensions of organizational climate was considered as dependent variable. Selected dimensions were communication, management of rewards and interpersonal relationships. Each faculty member was contacted personally to explain the objective and distributed schedule of the study. The respondents were requested to give responses to each statements on prevailing and expected organizational climate in terms of their one degree of agreement or disagreement with a (v) mark against the given continuum.

The prevailing and expected organizational climate, each dimension were measured with help of scale consisting of indicators/ statements. The Likert method of summated rating was used to prepare the scale (Likert, 1932). The response to each statement was elicited in five point continuum, which is given below:

Mean Score, Kruskal-Wallis test and Chi-square test were used to analysis the data. The findings emerged out of the data were suitably interpreted and conclusions were drawn which are presented in Table 1, 2 and 3.

**RESEARCH FINDINGS AND DISCUSSION**

The results of the present study as well as relevant discussions have been presented under following sub heads:

**University wise comparison of gap in prevailing and expected organizational climate as perceived by the faculty of selected SAU's :**

Perceived prevailing climate, expected climate and gap has been presented in following tables. The data in the table

revealed the gap as perceived by the faculty in each of the dimension of the organizational climate of selected SAU's. Highly significant values indicate the high gap between prevailing and expected organizational climate of each dimension (Table 1).

**Table 1 : Gap in prevailing and expected organizational climate in the dimension of communication**

Communication				
Universities	Prevailing mean score ( $\bar{t}_p$ )	Expected mean score ( $\bar{t}_E$ )	Gap	Chi-square ( $t^2$ )
AAU	3.22	3.65	0.43	11.519**
ANGRAU	3.21	3.65	0.44	45.494**
PAU	3.39	3.60	0.21	4.223*
MPAU	3.52	3.74	0.22	6.171*

\* and \*\* Indicate significance of value at P=0.05 and 0.01, respectively

**Gap in prevailing and expected organizational climate in the dimension of communication :**

The gap in communication was found to be highest in ANGRAU and followed by AAU and MPAU and least in case of PAU faculty. Kaur (2004) reported considerable gap in this dimension as perceived by the PAU faculty. It showed that there was earlier more gap than the present. Hence, indicating improvements from the past. The Chi-square value showed that gap was significant in all these universities. Significant gap in prevailing set up and the expectation from communication is an indicator of lesser stress being placed on effective communication within the organization. Hence, the university management needs to look into this dimension which was rated as the most important dimension of organizational climate.

**Gap in prevailing and expected organizational climate in the dimension of management of rewards :**

PAU faculty perceived the gap to be lowest in case of management of rewards followed by AAU and highest by ANGRAU faculty (Table 2). A gap found in management of rewards can be attributed to the fact that it touches the life of every individual associated either directly or indirectly with work. The unsatisfied employee carries the psychological load home and the impact on families is certain. Veni and Ramachandran (2012) also stated that the

organization’s rewarding philosophy influences the employee’s perception and choices particularly in case of non-monetary rewards.

**Table 2 : Gap in prevailing and expected organizational climate in the dimension of management of rewards**

Management of rewards				
Universities	Prevailing mean score ( $\bar{t}_p$ )	Expected mean score ( $\bar{t}_E$ )	Gap	Chi-square ( $t^2$ )
AAU	3.27	3.38	0.11	4.355*
ANGRAU	3.37	3.59	0.22	11.039**
PAU	3.33	3.37	0.04	4.221*
MPAU	3.32	3.50	0.18	5.110*

\* and \*\* Indicate significance of value at P=0.05 and 0.01, respectively

**Gap in prevailing and expected organizational climate in the dimension of interpersonal relationship :**

Interpersonal relationship was found to be least satisfactory to the MPAU followed by AAU. But found satisfactory by PAU and ANGRAU faculty. Even in all the other universities, the difference was found to be significant indicating the gap in this dimension in all SAU’s was significant (Table 3).

**Table 3 : Gap in prevailing and expected organizational climate in the dimension of interpersonal relationship**

Interpersonal relationship				
Universities	Prevailing mean score ( $\bar{t}_p$ )	Expected mean score ( $\bar{t}_E$ )	Gap	Chi-square ( $t^2$ )
AAU	3.38	3.68	0.30	24.912**
ANGRAU	3.39	3.43	0.04	5.755*
PAU	3.52	3.66	0.14	6.171*
MPAU	3.33	3.66	0.33	39.474**

\* and \*\* Indicate significance of value at P=0.05 and 0.01, respectively

Kaur (2004) also pointed towards this gap in Punjab Agricultural University, G.B. Pant University of Agriculture Technology and C.C.S. Haryana Agricultural University.

**Conclusion :**

The gap in the prevailing and expected organizational climate in the communication was perceived to be the highest and least in case of management of rewards and interpersonal relationship by the faculty. Significant gap between prevailing and expected climate in all the three dimensions of communication, management of rewards and interpersonal relationships can lead to future discord and affect the health of the selected organizations. Hence, it is also suggested to look into the gap in each dimension and try to fill it out by the appropriate interventions based on the suggestions expressed by the faculty and administrators of selected SAU.

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