Assessing the Organisational Climate of Higher Education Institution's: A Comprehensive Study of Universities in Delhi NCR

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Abstract: The purpose of this study was to assess the organisational climate on faculty members of Higher Education Institutions of Delhi NCR. Organisation success purely dependent on the employees of the organisation. Organisational climate dimensions are directly affect the efficiency and effectiveness of the employees. Organisational Climate Scale (Motivational Analysis of Organisational Climate, MAO-C; Pareek Udai, 1989) was used as the research instrument. Data were collected from 490 faculty members of universities of Delhi NCR for the study. Descriptive statistics were used for various analyzes of this study and the gathered data was statistically analyzed with SPSS. The findings of the research revealed that positive Organizational Climate are significantly fostering a more conducive and motivating academic environment, ultimately enhancing faculty satisfaction, engagement, organizational effectiveness and it shows a positive signal of the employees revealing the commitment and attachment towards the organization.

Introduction

In the current competitive and globalised business landscape, numerous firms are encountering challenges such as higher turnover of employees, increased absenteeism, lower productivity, and poor results. These issues are indicative of a lack of employee satisfaction and commitment. The aforementioned issues are particularly severe in Indian education sector organisations due to the fact that service organisations rely only on human efforts. An organisation or industry greatly benefits from having a workforce that is really motivated. The organisational atmosphere is a crucial factor in maintaining staff motivation. The organisational environment encompasses various elements, each of which has a distinct impact on the motivation levels of individuals, groups, and other individuals. Therefore, it is incumbent upon an organisation to assess and maintain an organisational climate that is sufficiently conducive to employee motivation, as the organisational climate directly influences the degree of employee motivation. The objective is to sustain the connection between the organisation and its personnel, ultimately leading to the achievement of the organization's goals. Furthermore, it is essential to understand the concept of organisational climate, commitment, and the various elements that influence them.

A Brief Survey of Literature Review

Organisational Climate

Organizational climate refers to the internal environment of an organization over time. Similar to individuals, each organization has distinct traits and qualities. Organizational climate is another important situational variable that affects all members of an organization in different ways. Peter Drucker (2001) defines Organisational Climate as the way employees perceive the company's core purpose, including its mission, goals, and the significance of employees' well-being in -being by fostering a supportive climate, as suggested by Ekvall (1996). Another important achieving those goals. Organisations Climate facilitates employees in fulfilling their roles and responsibilities to attain the company's objectives and goals successfully. Organisational Climate promotes employee involvement in decision-making and improves communication inside the organisation. Organisations can improve their innovation, profitability, and well factor that can be used to predict an organization's success is its organisational climate. A good organisational climate leads to higher sales and profits, as well as happier and more loyal workers (Thompson, 1996; Ekvall, 1996; Denison, 1990; and Patterson et al. 2004). According to Aiswarya and Ramasundaram (2012), the term "organisational climate" refers to the recurrent patterns of behaviour, attitudes, and sentiments that determine working conditions within an organisation. These patterns are more closely associated with the organization's atmosphere and values. There is a correlation between the values and beliefs of the environment in which an employee lives and the conduct and actions of that employee that give the definition of organisational climate by Moghimi and Subramaniam (2013). Moreover, organizational climate is defined as the shared perceptions and the meaning attached to the policies, practices, and procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected (Ostroff et al. 2003, Schneider & Reichers 1983, Schneider et al. 2011). Organisational climate and organisational

culture are distinct concepts. Denison (1996) said that organisational climate and organisational culture are distinct viewpoints of the same phenomenon. Organisational Climate refers to employees' perception of work environment policies, practices, and procedures that can change with work practice adjustments. Organisational Culture is a set of basic assumptions created, found, or evolved by a group to address external adaptation and internal integration challenges (Schein, 1985). Some other stated the difference like Organisational Climate can be analysed using quantitative approaches, whereas Organisational Culture can be examined using qualitative research. This is what distinguishes climate from culture, where the focus is on judgments and values, rather than perceived practices and procedures.

Dimensions of Organisational Climate

Litwin and Stringer (1966) studied the concept of Organisational Climate and presented an extensive framework for assessing it in its early stages. They used a structured questionnaire to assess organisational climate on six dimensions: structure, responsibility, reward, risk, warmth, and support.

In 1963, Halpin and Croft developed the OCDQ (Organisational Climate Description Questionnaire) to measure primary school teachers' organisational climate. The 64-item questionnaire assessed Organisational Climate on teacher and principal behaviour. The four dimensions of teacher behaviour were disengagement, hindrance, esprit, and intimacy. Principal behaviour was assessed on aloofness, production emphasis, trust, and consideration. The scale was revised, renaming and merging components to create a 42-item questionnaire.

Payne and Mansfield (1973) outlined Twenty dimensions of Organisational Climate as leaders' psychological distance, questioning authority, egalitarianism, management concern for employee involvement, open mindedness, emotional control, future orientation, scientific and technical orientation, intellectual orientation, job challenge, task orientation, industriousness, altruism, sociability, interpersonal aggression, rules orientation, administrative efficiency, convertibility, readiness to innovate and orientation to wider community.

Based on the frameworks given by Likert (1967) and Litwin and Stringer (1968), Pareek Udai (1989) found twelve dimensions of observed organisational climate as organisational attributes. These factors are still used a lot today. They are orientation, supervision, interpersonal relationships, problem management, conflict management, mistake management, communication, decision making, trust, reward management, risk taking, innovation and change.

Relevant Studies on Organisational Climate

Khanna (1985) explored how the work environment (Organisational Climate), role stress, and how well the organization works are connected. Using questionnaires by Pareek Udai (1989), Khanna found that a positive work atmosphere was linked to overall satisfaction. However, an achievement-focused atmosphere showed a negative connection. It was also found that affiliation climate was linked to lower job happiness, as well as lower overall satisfaction and effectiveness. It was found that expert climate was linked to group attachment in a good way. The research done by Sen (1982) and Surti (1983) also came to the same conclusions.

According to Sharma (1987), who used a questionnaire consisting of 27 questions to investigate the relationship between labour management and organisational climate, he came to the conclusion that both the private and public sectors were virtually equally concerned about the welfare, safety, and security of their employees, as well as the monetary benefits they received.

Payne and Mansfield (1986) conducted a study on the relationship between perceptions of organisational climate and organisational structure, context, and hierarchical rank. They examined 14 work organisations with employee counts ranging from 262 to 4580, and selected a sample of 387 individuals for their research. Their study found that employees in higher hierarchical positions tend to have a more positive opinion of the work environment compared to those in lower positions.

Shadur (1999) looked at how employees' views on involvement (like decision-making, teamwork, and communication) relate to the atmosphere at work (Organisational Climate). The study included data from 269 employees in an information technology company. They did different analyses and found that a supportive work atmosphere was a good predictor of employees being committed to each aspect of involvement.

Reddy et al. (2000) examined organisational climate and workers' dual commitment in four private and four public textile companies. Private and public textile companies with at least 25 employees were surveyed with 200 responds.

Overall findings proved dual commitment and indicated a favourable relationship between organisational climate and commitment.

Researchers Patterson et al. (2004) found that management staff had a more positive impression of organisational climate than non-management staff when they studied the relationship between organisational climate and management and non-management personnel in 42 manufacturing organisations with 70 to 1,150 employees.

Gupta (2008) examined the Organisational Climate at Andhra Pradesh Mahila Abhivrudhhi Society, focusing on the working environment, team dynamics, and human resource practices. The study involved 41 employees, utilizing an individual attribute approach. Results indicated a favorable climate, particularly well-rated by women and senior employees. Key strengths included fairness, commitment, leadership, autonomy, and training. Areas for improvement were identified in compensation, leaves, and job-related support. Transparency in decision-making and participatory management stood out as crucial aspects of the Organisational Climate in Society.

Putter (2010) studied 30892 employees' organisational atmosphere and performance. Regression research showed that organisational climate affects profitability, sustainability, growth, productivity, and employee engagement. Naturally, organisational atmosphere did not affect employee turnover. Additionally, management support greatly affects organisational atmosphere.

Leadership techniques, organisational climate, and their effect on innovative work behaviour in R&D were studied by Noor and Dzulkifli (2013). To that end, they surveyed 125 research and development scientists from various government agencies. The study found a strong correlation between a creative work environment and organisational climate.

Kumar (2014) investigated the impact of the work environment on job satisfaction at Bharti Airtel India Ltd, focusing on 35 professionals at the Shimla Zonal office. The study found that dissatisfaction among junior management was linked to a negative organizational atmosphere, particularly their difficulty in relating to company policies. On the contrary, workplace satisfaction improved for senior management and staff. The study revealed a positive correlation between maintaining a good work-life balance and job happiness.

In a study conducted by Pecino et al., (2019), investigate the relationships between organisational climate, Role Stress, and job satisfaction of 442 public employees. According to the findings of the study, a positive organisational climate has the potential to result in a reduction in stressful and burned-out workers, as well as an increase in the number of satisfied employees who experience an improvement in their well-being.

Al-Kurdi et al., (2020) Organisational atmosphere strongly affects academics' information sharing behaviours, according to 257 academics. Organisational leadership and trust also boosted academic knowledge sharing. This study found that organisational climate and leadership strongly influenced academics' subjective norm, so academic managers and department leaders should visually demonstrate their support and commitment to knowledge sharing behaviours and value internally and externally.

Mishra et al., (2021) studied “Impact of ethical leadership on organizational climate and its subsequent influence on job commitment”, 537 doctors of 10 public and private Indian hospitals. The findings indicate that ethical leadership has a major impact on the atmosphere of an organisation, and even more so, that the climate of an organisation has a significant association with the level of dedication displayed by doctors working in Indian hospitals.

Methodology

Hypothesis

The main question that emerges for this study is:

To assess the perceived organizational climate at the three categories (Professor, Associate Professor and Assistant Professor) of universities in the Delhi NCR.

$H_0$1: “There is no significant relationship between Organizational climate in faculty members at the three categories (Professor, Associate Professor and Assistant Professor) of universities in Delhi NCR’.

$H_1$1: “There is significant relationship between Organizational climate in faculty members at the three categories (Professor, Associate Professor and Assistant Professor) of universities in Delhi NCR”.

Sample Size

The sample consisted exclusively of teaching faculty members from all departments of the Universities of Delhi NCR, taking into consideration the appropriateness and practicality of the research aims. The present study was carried out

among faculty members holding three distinct designations, namely Professor, Associate Professor, and Assistant Professor. In the Universities of Delhi NCR, faculty members are ranked in a hierarchical order from top to lowest as follows: Professor, Associate Professor, and Assistant Professor. The sample of this study consisted of 490 respondents who are working in the different departments of the Universities of Delhi NCR; and a purposive sampling technique was used.

Data Collection

In the current research, primary and secondary data collection method was used. For the purpose of data collection from respondents, a structured questionnaire was used. First part of the questionnaire consisted of demographical information of respondents; second part of the questionnaire consisted of Organisational Climate Scale (Motivational Analysis of Organisational Climate, MAO-C; Pareek Udai, 1989).

Research Instrument

In this study, a structured questionnaire of Organisational Climate Scale (Motivational Analysis of Organisational Climate, MAO-C; Pareek Udai, 1989). The purpose of this study is to examine how respondents perceive their organizational climate, with a particular focus on their motivation. The instrument consists of 12 dimensions and 6 motives that measure the organizational climate resp., (i) Orientation, (ii) interpersonal relationship (iii) supervision, (iv) problem management, (v) management of mistakes, (vi) conflict management, (vii) communication, (viii) decision making, (ix) trust, (x) management of rewards, (xi) risk taking, and (xii) innovation and change. The 6 motives of organizational climate include: (i) Achievement, (ii) Expert Influence, (iii) Extension, (iv) Control, (v) Dependency, and (vi) Affiliation.

Analysis and Findings

Descriptive and Inferential Analysis on the Perceived Organizational Climate among Faculty Members

This section of the research focuses on fulfilling the objective of the study. It evaluates the Perceived Organizational Climate among faculty members in the Universities of Delhi NCR and presents the findings in detail. This section is subdivided into two distinct subsections as outlined below:

- Perceived Organizational Climate among faculty members aggregated as a whole in Delhi NCR
- Perceived Organizational Climate among faculty members categorized by various designations in universities in Delhi NCR

1. Perceived Organizational Climate among faculty members aggregated as a whole in Delhi NCR

This section aims at analyzing the perceived Organizational Climate among all faculty members aggregated as a whole and without any further categorization of faculty members, viz. designation or other demographic attributes. The analysis of this section presents the Organizational Climate in the Universities of Delhi NCR as perceived by all faculty members aggregated as one entity. Table 1 below shows the mean index scores of the motives of Organizational Climate comprising Achievement, Expert Influence, Extension, Control, Dependency and Affiliation among faculty members aggregated as a whole in the Universities of Delhi NCR. The mean index represents the relative strength of each motive that constitutes the Organizational Climate. A schematic presentation of the six motives of perceived Organizational Climate among faculty members aggregated as a whole in the Universities of Delhi NCR is given in Figure 1.

Table 1. Index Scores for Perceived Organizational Climate among faculty members aggregated as a whole in Universities of Delhi NCR

Motives	N	Computed Mean Index	Dominant Motive	Backup Motive
Achievement	**490**	37.81	Dependency	Achievement
Expert Influence	**490**	42.03		
Extension	**490**	42.68		
Motives Control	**490**	39.96		
Dependency	**490**	43.42		
Affiliation	**490**	42.94		

The findings presented in Table 1 offer a comprehensive understanding of the perceived organizational climate among faculty members aggregated across the Delhi National Capital Region (NCR). Each motive, including Achievement, Expert Influence, Extension, Motives Control, Dependency, and Affiliation, provides insights into the motivational factors influencing faculty members within their academic environments.

The computed mean index score for Achievement is 37.81, indicating a moderate level of importance placed on this motive by faculty members. The dominant motive associated with Achievement is Dependency, suggesting that faculty members perceive a significant reliance on others or external factors to achieve their goals. Additionally, Achievement serves as a backup motive, emphasizing its secondary importance in driving faculty motivation.

The mean index score for Expert Influence is 42.03, indicating a relatively higher importance attached to this motive among faculty members. However, no dominant or backup motives are identified, suggesting that faculty members perceive Expert Influence as a standalone motivational factor within their academic environments.

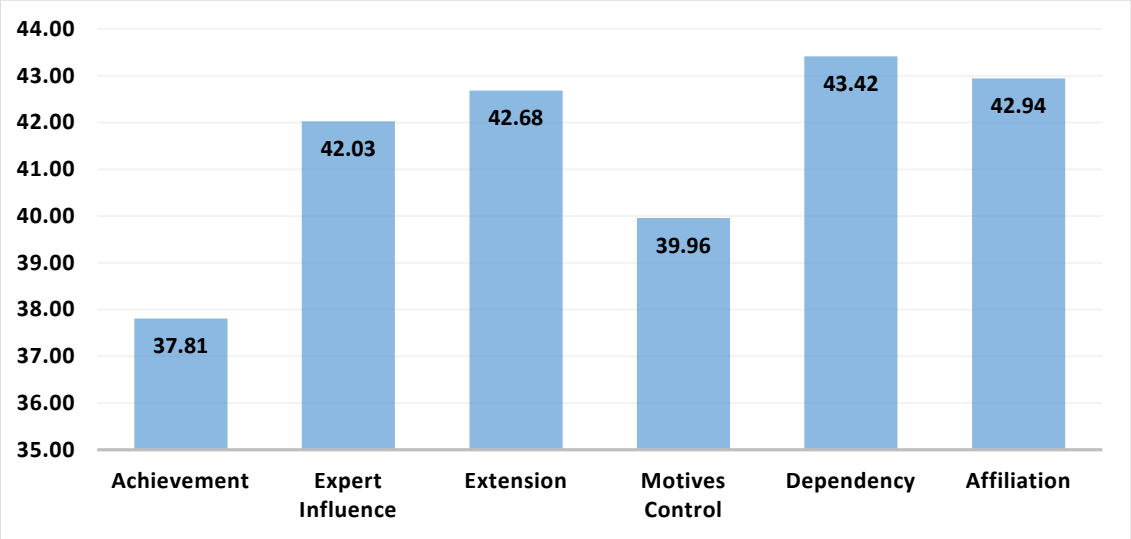
With a mean index score of 42.68, Extension emerges as another significant motivational factor among faculty members. However, like Expert Influence, no dominant or backup motives are specified, indicating that Extension is perceived as a primary influence in its own right.

The mean index score for Motives Control is 39.96, indicating a moderate level of importance attributed to this motive. However, no dominant or backup motives are identified, suggesting that faculty members perceive Motives Control as a relatively standalone factor influencing their organizational climate.

With a mean index score of 43.42, Dependency emerges as a highly influential motive among faculty members in the Delhi NCR region. Dependency is identified as the dominant motive associated with Achievement, suggesting that faculty members perceive a significant reliance on external factors or individuals to achieve their goals.

Affiliation receives a mean index score of 42.94, indicating a relatively high level of importance placed on this motive by faculty members. However, no dominant or backup motives are specified for Affiliation, suggesting that it is perceived as a standalone motivational factor within the organizational climate.

Fig 1. Mean Index Scores for Perceived Organizational Climate among faculty members aggregated as a whole in Universities of Delhi NCR



It is observed from the data presented in Table 1 and Figure 1 that the mean scores of all six motives of perceived Organizational Climate among faculty members aggregated as one entity in the Universities of Delhi NCR presented the following order:

Dependency> Affiliation> Extension> Expert Influence> Control> Achievement

Overall, these findings highlight the complex interplay of motivational factors shaping the perceived organizational climate among faculty members in Delhi NCR. While some motives, such as Dependency and Affiliation, emerge as dominant influences, others, like Expert Influence and Extension, are perceived as standalone factors. These insights can inform strategies aimed at fostering a more conducive and motivating academic environment, ultimately enhancing faculty satisfaction, engagement, and organizational effectiveness.

2. Perceived Organizational Climate among faculty members categorized by various designations in universities in Delhi NCR

- **Perceived Organizational Climate among faculty members at Professor Level in both private and public universities in Delhi NCR**

The descriptive analysis of commitment among professors provides valuable insights into the average level of commitment, the variability of commitment scores, and the confidence we can have in these estimates. The average commitment score among professors is approximately 103.59. This suggests that, on average, professors exhibit a moderate level of commitment. The standard deviation of 23.35 indicates that there is a considerable amount of variability in commitment scores among professors. Some professors may exhibit significantly higher or lower levels of commitment compared to the average. The standard error of the mean (2.29) suggests that the sample mean of 103.59 may vary by approximately 2.29 units from the true population mean. This reflects the uncertainty associated with estimating the population mean based on a sample. With 95% confidence, we estimate that the true population mean commitment score falls within the interval of 99.05 to 108.13. This interval provides a range within which we are reasonably certain the population mean lies. It indicates that there is a fair amount of variability in commitment scores, but we are quite confident about the general range in which the true average commitment score lies.

Table 2. Descriptive Statistics

PROFESSOR	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Total	70	103.59	23.35	2.29	99.05	108.13	49	137

- **Perceived Organizational Climate among faculty members at Associate Professor Level in Delhi NCR**

The descriptive analysis of commitment among Associate Professors provides valuable insights into the average level of commitment, the variability of commitment scores, and the confidence we can have in these estimates. The average commitment score among Associate Professors is approximately 101.58. This suggests that, on average, Associate Professors exhibit a moderate level of commitment. The standard deviation of 24.47 indicates that there is a considerable amount of variability in commitment scores among Associate Professors. Some Associate Professors may exhibit significantly higher or lower levels of commitment compared to the average. The standard error of the mean (2.11) suggests that the sample mean of 101.58 may vary by approximately 2.11 units from the true population mean. This reflects the uncertainty associated with estimating the population mean based on a sample. With 95% confidence, we estimate that the true population mean commitment score falls within the interval of 97.40 to 105.76. This interval provides a range within which we are reasonably certain the population mean lies. It indicates that there is a fair amount of variability in commitment scores, but we are quite confident about the general range in which the true average commitment score lies.

Table 3. Descriptive Statistics

ASSOCIATE PROFESSOR	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Total	140	101.58	24.47	2.11	97.40	105.76	48	141

- **Perceived Organizational Climate among faculty members at Assistant Professor Level in Delhi NCR**

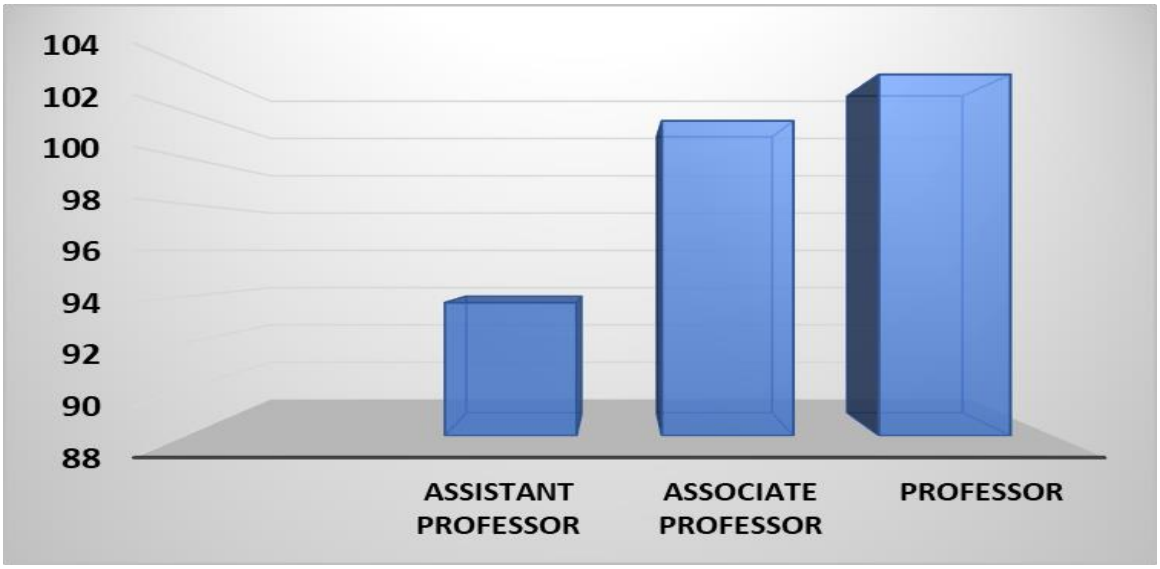
The descriptive analysis of commitment among Assistant Professors provides valuable insights into the average level of commitment, the variability of commitment scores, and the confidence we can have in these estimates. The average commitment score among Assistant Professors is approximately 93.74. This suggests that, on average, Assistant Professors exhibit a moderate level of commitment. The standard deviation of 25.56 indicates that there is a considerable amount of variability in commitment scores among Assistant Professors. Some Assistant Professors may exhibit significantly higher or lower levels of commitment compared to the average. The standard error of the mean (1.73)

suggests that the sample mean of 93.74 may vary by approximately 1.73 units from the true population mean. This reflects the uncertainty associated with estimating the population mean based on a sample. With 95% confidence, we estimate that the true population mean commitment score falls within the interval of 90.33 to 97.16. This interval provides a range within which we are reasonably certain the population mean lies. It indicates that there is a fair amount of variability in commitment scores, but we are quite confident about the general range in which the true average commitment score lies.

Table 4. Descriptive Statistics

ASSISTANT PROFESSOR	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Total	280	93.74	25.56	1.73	90.33	97.16	39	151

Figure 2. Descriptive Statistics (Mean)



Discussion and Summary

This study attempted to investigate the Assessing the Organisational Climate of faculty members of Higher Education Institution's in Delhi NCR. In order to find out this, the researcher tried to find out the overall organisational climate and key dimensions among faculty members of different designation. The varying perspectives of authors about the conceptual framework, definition, and characteristics of organisational climate are evident. For instance, numerous authors have provided definitions of organisational climate as a result of an individual's engagement with the organisational environment, whereas others have characterised it as a characteristic that is susceptible to being changed by individual or subjective perspective. Likewise, there is a lack of consensus among climate researchers regarding the dimensions of organisational climate. This is because a number of researchers have focused on evaluating the specific climate they are interested in, rather than aiming to establish a unified and comprehensive set of dimensions.

The researcher explored the research background in the context of the current situation in Higher Education Institution's in Delhi NCR focusing on organisational climate. Based on the statement of the problem, the researcher carefully described the objectives of the study, research questions and the hypothesis that was tested in this study.

To conclude, the dominating motive identified in the investigation of perceived Organisational Climate among faculty members of Universities of Delhi NCR was Dependency motive. Dependency is a dysfunctional motivation whereby faculty members actively seek authorization from higher authorities for all significant decisions and other organisational procedures. Therefore, it is recommended that higher authorities should increase the participation of faculty members in crucial decision-making processes, ensuring that they feel more engaged and appreciated within the organisation. Collaborative and accommodating interactions, along with support from upper management, have the potential to create an organisational atmosphere characterised by trust and confidence.

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