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IMPACT OF ORGANISATIONAL CLIMATE ON EMPLOYEE PERFORMANCE: A STUDY WITH REFERENCE TO THE EDUCATIONAL SECTOR OF INDORE

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ABSTRACT

The study reveals that there is a positive significant relationship between performance of the Education providers and the working environment elements; Relationship, Belongingness and Connectedness. These results indicate that the physical component of the work environment have the strongest effect on the performance level of employees. These consequences of study stretched out new certainty prior to the researchers that variable like organizational climate twisted to be very important component in employee performance. The employer can use work environment to make it fit for employees to up their satisfaction and commitment.

KEYWORDS

organisational climate, employee performance, educational sector.

INTRODUCTION

Teachers play an imperative and vibrant responsibility in the educational scheme. It is supposed that superior presentation of scholars depends upon effectual teaching of their teachers. One of the most complicated exertions in educational investigation is that of recognizing the teacher effectiveness; i.e., discriminating between more effective and less effective teachers (Coleman, 1998). Teachers' performance is the way in which a teacher behaves in the process of teaching and it is known to be related to teachers' effectiveness. As professionals, college teachers need to be appropriate role models and exhibit to their students a commitment to scholarly values and to life-long learning (Medly and Shannon, 1994).

The conception of organizational climate of the organizations and other variables, including job satisfaction of the employees and their performance, began to emerge in the early 60's with the work of Halpin and Croft (1963) in this area. The employ of sophistication and amendment of the mechanism was conceded on by his followers in the field and took into version the association of organizational climate and other variables, as organizational effectiveness, administrative styles, teachers' morale, leadership behaviour, age, professional qualifications, job involvement, diffusion of innovations, quality of school life, social maturity of pupils and teacher effectiveness.

Organizational atmosphere is the quality of working environment. Individuals when valued and respected by the organization, contribute positively to business outcome. A vigorous organizational atmosphere is created by aspects influencing employee's perceptions, which include leadership quality, the decisions making process and recognition of employee's efforts. Every organization is uniquely diverse in its structural characteristics. Thereby each association deals with its member, influenced through policies as on allocations of resources, communication pattern, reward & penalty and leadership & decision making procedure Cooper (2003) describes organizational climate as "people's perception of their working environment with regard to caring and friendliness." In other words, the interaction of workers and management should create a healthy organizational environment. It means that organizational climate is subjective to the perception of their working environment with regard to caring and friendliness." In other words, the interaction of workers and management should create a healthy organizational environment. It means that organizational climate is subjective to the perceptions of staff and students.

Janz & Prasarnphanich (2003) stated that when cooperative climate exists in companies, members of a group are more inclined to working together to share and develop tacit knowledge and try to promote each other's performance and learning. In other words, firms can enhance individuals' willingness to interact with others by nurturing a cooperative climate. When employees perceive a higher degree of cooperative atmosphere inside the organization, they will be more likely to build up the interactive relationship with other members.

The feelings, attitudes and behaviour of its members as influenced by the adopted organisational policy, results in the creation of a unique organizational climate. According to Hellreigel and Slocum (1974), organisational climate is a set of perceived attributes of the organisation (or its sub systems), induced from the way the organisation and its members deal with each other and with their environment. Furthermore, Schneider and Hall (1972) have defined organisation-al climate as a set of global perceptions held by organisational members about their organisational environment.

From the fire service perspective, Jensen (2000) notes an organization's climate, in general, refers to the overall work conditions, whether psychological, sociological, technological, political, or economic. He further states that organizational climate is by definition subjective.

Shadur et.al. (1999) reported that organizations creating an atmosphere in which employees are involved in decision making create a positive innovative work environment.

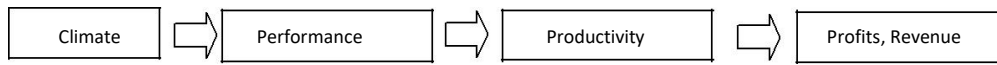
Schein, (2000) as well as Glisson & James, (2002) concur with the emotional aspect noting that organizational climate is a reflection of each employee's perception of and emotional responses to their work environment. Organizational climate can be defined as a feeling by the employees of how they perceive that something is being done or how it should be done or how it should be done

Hoegl et al., (2003) stated that the innovative organizational climate, when members encounter certain project dilemmas, they may participate aggressively in their work terms and interact with each other to find out appropriate solutions.

Janz & Prasarnphanich (2003) stated that when cooperative climate exists in companies, members of a group are more inclined to working together to share and develop tacit knowledge and try to promote each other's performance and learning. In other words, firms can enhance individuals' willingness to interact with others by nurturing a cooperative climate. When employees perceive a higher degree of cooperative atmosphere inside the organization, they will be more likely to build up the interactive relationship with other members.

Organizational climate is deemed to be important: it is perceived, as motivated employee will result in higher productivity, greater passion for the business, and a deeper engagement with customers. A positive climate encourages employees' productivity and decrease turnover. Figure 1 explains the impact of organizational climate on performance.

FIGURE 1: THE IMPACT OF ORGANIZATIONAL CLIMATE ON PERFORMANCE



OBJECTIVES

PRIMARY OBJECTIVE

- 1. To examine the impact of organizational climate on employee performance.

SECONDARY OBJECTIVES

- 1. To investigating the impact of work environment on employee performance.
- 2. To examine the impact of team commitment on employee performance.
- 3. To determine the impact of flexibility of on employee performance.

HYPOTHESIS

- H₀₁: There is no significant impact of work environment on employee performance.
- H₀₂: There is no significant impact of team commitment on employee performance.
- H₀₃: There is no significant impact of flexibility of on employee performance

RESEARCH METHODOLOGY

When we choose the correct model from different options for arrangement and put into operation for our research this is called methodology. There are many activities involved in the research such as make suitable models, case study, and data collecting and data analysis methods. In this paragraph we define about the methodology which we use in the research activities and also the method which we adopt which is related to the research problem, such as how independent variables create impact on the dependent variable. The study aims to develop the impact of independent variable, organisational culture on the dependent variable, employee performance. The study was carried out with close ended questions from participants.

The research was conducted through questionnaire developed on five pointer likert scale, the questionnaire comprised of three parts: part A had 24 questions regarding the organisational culture prevailing in the education sector of Indore city. The organisation culture was measured on three points: work environment with the help of 8 questions, team commitment with 8 questions and flexibility with 8 questions.

Part B of the questionnaire comprised of questions related to the dependent variable: employee performance. 15 points were asked by the respondents which were answered on 5 pointer likert scale.

Part C consisted of demographic information about the respondents.

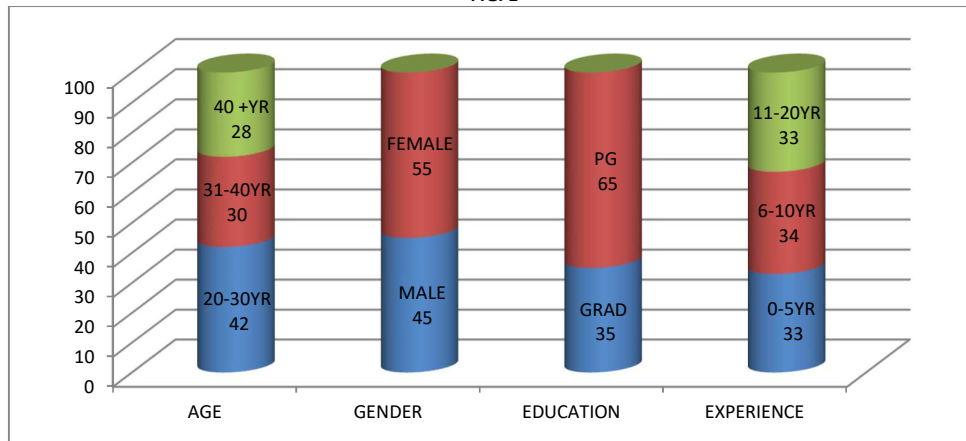
The questionnaire was answered by 100 respondents belonging to graduation and post-graduation teaching levels of Indore city.

The data gathered was analysed using graphs, tables, excel, SPSS and statistical tools as and when required.

FINDINGS

DEMOGRAPHIC ANALYSIS

FIG. 1



As the above graph shows, the Indore education sector is dominated by females with 55 respondents being females out of 100, 42% lie between 20-30 yrs of age, 30 % between 31-40 yrs and 28 % being above 40 yrs of age.

35% respondents were graduates and a majority 65% post-graduates. The experience of teaching was almost equally divided with 33 having an experience of 0-5 yrs, 34 having an experience of 6-10 yrs and 33 having an experience of 31-20 yrs.

TABLE 1: DESCRIPTIVE STATISTICS

	Mean	Std. Deviation	N
EMPPERFOR	3.4858	.29075	100
WORKENV	3.6120	.46053	100
TEAMCOMM	3.5331	.33297	100
FLEXIBILITY	3.4889	.33894	100

The descriptive analysis for the data collected shows that the mean for employee performance is 3.45, for work environment is 3.61, team commitment is 3.53 and for flexibility are 3.48. The number of observation for all is 100.

TABLE 2: VARIABLES ENTERED/REMOVED^a

Model	Variables Entered	Variables Removed	Method
1	FLEXIBILITY, TEAMCOMM, WORKENV ^b	.	Enter

a. Dependent Variable: EMPPERFOR

b. All requested variables entered.

All variable studied were entered for analyses, no variable was removed for the current regression also each independent variable was entered in the usual manner.

TABLE 3: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 ^a	.085	.056	.28248

a. Predictors: (Constant), FLEXIBILITY, TEAMCOMM, WORKENV

b. Dependent Variable: EMPERFOR

R is the square root of R-Squared and is the correlation between the observed and predicted values of dependent variable. Here the value of R is .291.

R square is the promotion of variance in the dependent variable (employee performance) which can be explained by the independent variable (flexibility, team communication and work environment). This is an overall measure of the strength of associate and does not reflect the extent to which any particular independent variable is associated with the dependent variable. The value of R square is .085.

The above table shows that the multiple correlation coefficients (R), by means of organizational climate, are .291 and accustomed R² is .085 meaning that 5% of the variance in employee performance can be predicted by organizational climate.

Adjusted R square is an adjustment that paralyzes the addition of extraneous predictors to the model. The value of Adjusted R square is .056. Std. error of the estimate is also referred to as the root mean squared error. Its value here is .28.

TABLE 4: ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.709	3	.236	2.962	.036 ^b
	Residual	7.660	96	.080		
	Total	8.369	99			

a. Dependent Variable: EMPERFOR

b. Predictors: (Constant), FLEXIBILITY, TEAMCOMM, WORKENV

The above table illustrates that F=2.96 and is statistically not important. This argues that the forecaster does not forecast employee performance and organizational climate considerably.

TABLE 5: COEFFICIENTS ^a

Model		Un standardised Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.422	.405		5.973	.000	1.617	3.226
	WORKENV	.134	.065	.212	2.066	.042	.005	.263
	TEAMCOMM	.079	.087	.091	.911	.364	-.093	.252
	FLEXIBILITY	.086	.089	.100	.970	.335	-.090	.262

a. Dependent Variable: EMPERFOR

The first column represent the predictor variables (constant, workenv, teamcomm and flexibility)The first variable constant represents the constant also referred as the Y intercept, the height of the regression line when it crosses the Y axis.

The coefficient for work environment is.134, and Sig value is 0.042 so for every unit increase in work environment an increase of 0.134 units is predicted in employee performance, holding all other variables constant. There is a very weak positive correlation between work environment and employee performance. As the value of sig is <0.05 we reject the null hypothesis and conclude that work environment has an impact on employee performance. Good Work environment not only influences physical well being but also emotional and mental well being and has an impact on job performance of the staff. The research is investigated the dimensions of workplace environment in terms of physical as well as behavioural components. It has proved that Workplace environment plays a vital role in motivating employees to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today's work environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. After the research, it was realized that the work environment employee's find themselves in affect their productivity greatly.

The coefficients for team Commitment is 0.79. So for every unit increase in team commitment an increase of 0.79 unit is predicted in employee performance, holding all other variables constant

There is a weak positive correlation between team commitment and employee performance, but we accept the null hypothesis that there is no significant impact of team commitment on employee performance as the Sig value is greater than 0.05.

The coefficient for flexibility is 0.86. So for every unit increase in flexibility an increase of 0.86 unit is predicted in employee performance, holding all other variables constant. There is a weak positive correlation between flexibility and employee performance. We accept the null hypothesis that there is no impact of flexibility on employee performance as the Sig value is greater than 0.05.

CONCLUSION AND RECOMMENDATIONS

Being a qualitative study it was complex to change the variable of organizational climate. Model of this study is limited to specific class with similar demographics e.g. teachers with high educational level in Indore City. Only one of the independent variables, work environment, has a positive impact on the dependent variable whereas team commitment and flexibility have no impact on the employee performance. Work environment has shown weak positive impact, so there is a need for finding more variables affecting work environment.

The result reveals that there is a positive significant relationship between performance of the Education providers and the working environment elements; Relationship, Belongingness and Connectedness. These results indicate that the physical component of the work environment have the strongest effect on the performance level of employees.

There consequences of study stretched out new certainty prior to the researchers that variable like organizational climate twisted to be very important component in employee performance. The employer can use work environment to make it fit for employees to up their satisfaction and commitment.

SCOPE FOR FUTURE RESEARCH

It is recommended that future study be supposed to take into description a broader vision of employees from different organizations rather than just focusing on teachers.

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