



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY ON THE ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO THE EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY

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ABSTRACT

Organizational climate has direct bearing on employees' satisfaction. The satisfaction of employees with organizational climate enhances positive organizational results which includes efficiency, productivity, organizational commitment and cohesiveness of co-workers while it reduces negative outcomes which also consist of turnover, deviant behavior at work and absenteeism. This research works conducted to measure the satisfaction of employees with organizational climate in educational institution. The report on organizational climate is forward planner of better performance. This study with respect to the employees of Salalah College of Technology analysis and identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and, therefore, increased performance.

KEYWORDS

Organizational climate, Employee's satisfaction, Organizational design, work relations and work environment.

INTRODUCTION

Organizational climate is referred as habitual logical form of behavior, attitudes and feelings that characterize life in the organization. The study on the satisfaction of organizational climate with job satisfaction is important because of its effect on productivity and success of the company. The positive climate of the organization has positive relationship with job satisfaction while negative relationship with turnover and absenteeism. The organizations create positive organizational climate to retain employees by enhancing their morale and job satisfaction. The organizational climate of an organization is like an individual's personality, that everyone has unique personality traits. It is found that a significant relationship exists between organizational climate and job satisfaction. The supportiveness of organizational climate has positive relationship with job satisfaction, commitment with the organization and performance at work.

NEED AND IMPORTANCE OF THE STUDY

An issue in research on organization climate is the extent to which the climate reflects the personality of the organization members. The purpose of this study is to explore the overall relationship of a person characteristic to climate and to explore ways in which personal factors relate to specific climate dimensions. Organisation climate is an important concept because it is an influence on the behavior of organizational members. It has been linked to outcome which measures job satisfaction and effective performance. Climate is measured as an aggregation of the perception of organization members. The satisfaction of employees with organizational climate enhances positive organizational outcomes which includes efficiency, productivity, organizational commitment and cohesiveness of coworkers while it reduces negative outcomes which also consist of turnover, deviant behavior at work, absenteeism. This study is conducted to measure the satisfaction of employees with organizational climate in educational institution.

RESEARCH METHODOLOGY

The present study has adopted analytical methodology. As the study is based on organizational climate, the measurement with respect to various factors is considered for the research. The questionnaire has been designed to obtain the primary data from the employees of Salalah College of Technology. The study has adopted well known branch of multivariate techniques of factor analysis using SPSS 12 package in order to get interpretable solutions clearly. The study has been carried out by using factor analysis by principal component method to identify the factors of organizational climate and one sample t-test to identify nature of responses of employees about various factors of organizational climate.

LIMITATIONS OF THE STUDY

The present study is restricted to the employees of Salalah College of Technology, one of the technical colleges in Sultanate of Oman. The college aims high to train Oman youth through quality education. The findings of the study are completely based on the facts collected from the respondents along with their views.

DATA ANALYSIS

FACTORS OF ORGANIZATIONAL DESIGN OF EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY

TABLE NO.1 (A): KMO AND BARTLETT'S TEST ON THE FACTORS OF ORGANISATIONAL DESIGN

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.579
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	174.845
	6
	.000

Source: Computed Data

From the above table it is found that KMO measures of sampling adequacy is .579 chi-square value for Bartlett's test of sphericity is 174.845 and satisfying significant at 5% level. This shows that the sample size is adequate in explaining the variable of organizational design. The normal distributions formed through the samples possess acceptable mean values and standard deviation to reduce the number of variables into predominant factors. Each variable and its variances are expressed in the following communality table. The variance range from .704 to .807 regulating for the 4 variables of organizational design. It is found that the variances are enormously found.

TABLE NO.1 (B): COMMUNALITIES ON THE FACTORS OF ORGANISATIONAL DESIGN

	Initial	Extraction
Goals and objectives are clear	1.000	.757
understanding of roles and responsibilities	1.000	.704
Establishment of clear reporting structure	1.000	.807
Right skills to perform their job functions	1.000	.804

Extraction Method: Principal Component Analysis

Source: Computed Data

This shows that the employees of Salalah college of Technology express very large range of opinions for the establishment of clear reporting structure and right skills to perform their job functions. They also had a range of opinions on goals and objectives which are very much clear and understanding of roles and responsibilities. The data reduced and their individual variances are presented in the following table.

TABLE NO.1 (C): TOTAL VARIANCE EXPLAINED ON THE FACTORS OF ORGANISATIONAL DESIGN

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.966	49.139	49.139	1.952	48.789	48.789
2	1.106	27.659	76.798	1.120	28.009	76.798
3	.626	15.645	92.443			
4	.302	7.557	100.000			

Extraction Method: Principal Component Analysis

Source: Computed Data

From the above table it is found that the two major factors are substituted out of four variables with total variance 76.798. The factors individually possess the variance 48.789% and 28.009% respectively. Since the total variance is above 50%, it can be noted that the data reduced from four variables to 2 factors is systematic and critical in explaining the typical elements of Salalah college of Technology organizational design. The grouping of variables and the variable loading are presented in the following tables.

TABLE NO.1 (D): ROTATED COMPONENT MATRIX (A) ON THE FACTORS OF ORGANISATIONAL DESIGN

	Component	
	1	2
Establishment of clear reporting structure	.895	
Goals and objectives are clear	.834	
understanding of roles and responsibilities	.642	
Right skills to perform their job functions		.872

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 3 iterations.

Source: Computed Data

From the above table it is found that the 1st factor consist of 3 variables viz., Establishment of clear reporting structure (.895), Goals and objectives are clear (.834) and understanding of roles and responsibilities(.642) Therefore the first factor is called as "**Regulative Structure**". The 2nd factor comprises of Right skills to perform their job functions, hence the second factor is known as "**Skilled Performance**". The organizational design among the employees of Salalah College of Technology reviewed that rules and regulations are properly regulated on the basis of skills and the performance of the efficient employees.

FACTORS OF WORK RELATIONS OF EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY

TABLE NO.2 (A): KMO AND BARTLETT'S TEST ON THE FACTORS OF WORK RELATIONS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.593
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	94.386
	6
	.000

Source: Computed Data

From the above table it is found that KMO measures of sampling adequacy is .593 chi-square value for Bartlett's test of sphericity is 94.386 and satisfying significant at 5% level. This shows that the sample size is adequate in explaining the variable of work relations. The normal distribution formed through the samples possesses acceptable mean values and standard deviation to reduce the number of variables into predominant factors. Each variable and its variances are expressed in the following communality table. The variance range from .609 to .785 regulating for the 4 variables of work relations. It is found that the variances are enormously found.

TABLE NO.2 (B): COMMUNALITIES ON THE FACTORS OF WORK RELATIONS

	Initial	Extraction
Impact valued by the peers	1.000	.609
Consultation with others for support	1.000	.705
Individual Appreciation for personal contribution	1.000	.785
Peers suggestions in case of disagreement	1.000	.744

Extraction Method: Principal Component Analysis.

Source: Computed Data

This shows that the employees of Salalah college of Technology express very large range of opinions for the individual appreciation for personal contribution and peers suggestions in case of disagreement. They also had a range of opinions on consultation with others for support and impact valued by the peers. The data reduced and their individual variances are presented in the following table.

TABLE NO.2 (C): TOTAL VARIANCE EXPLAINED ON THE FACTORS OF WORK RELATIONS

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.795	44.865	44.865	1.463	36.571	36.571
2	1.048	26.189	71.054	1.379	34.483	71.054
3	.655	16.385	87.439			
4	.502	12.561	100.000			

Extraction Method: Principal Component Analysis.

Source: Computed Data

From the above table it is found that the two major factors are substituted out of four variables with total variance 71.054. The factors individually possess the variance 36.571% and 34.483% respectively. Since the total variance is above 50%, it can be noted that the data reduced from four variables to 2 factors is systematic and critical in explaining the typical elements of work related aspects of Salalah college of Technology. The grouping of variables and the variable loading are presented in the following tables.

TABLE NO.2 (D): ROTATED COMPONENT MATRIX(A) ON THE FACTORS OF WORK RELATIONS

	Component	
	1	2
Individual Appreciation for personal contribution	.882	
Consultation with others for support	.752	
Peers suggestions in case of disagreement		.858
Impact valued by the peers		.704

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 3 iterations.

Source: Computed Data

From the above table it is found that the 1st factor consist of 2 variables viz., individual appreciation for personal contribution (.882), and consultation with others for support (.752). Therefore the first factor is called as "**Supportive Appreciation**". The 2nd factor comprises of peers suggestions in case of disagreement (.858), impact valued by the peers (.704), thus the second factor is known as "**Suggestive Peer ship**". The work related aspects among the employees of Salalah College of Technology closely emphasized that the employees had supportive relationship among each other and the employees valued and suggested in the case of any disagreement in their work related matters.

FACTORS OF WORK ENVIRONMENT OF EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY

TABLE NO.3 (A): KMO AND BARTLETT'S TEST ON THE FACTORS OF WORK ENVIRONMENT

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.588
Bartlett's Test of Sphericity	Approx. Chi-Square
	60.585
	Df
	10
	Sig.
	.000

Source: Computed Data

From the above table it is found that KMO measures of sampling adequacy is .588 chi-square value for Bartlett's test of sphericity is 60.585 and satisfying significant at 5% level. This shows that the sample size is adequate in explaining the variable of work environment. The normal distributions formed through the samples possess acceptable mean values and standard deviation to reduce the number of variables into predominant factors. Each variable and its variances are expressed in the following communality table. The variance range from .338 to .708 regulating for the 5 variables of organizational design. It is found that the variances are enormously found.

TABLE NO.3 (B): COMMUNALITIES ON THE FACTORS OF WORK ENVIRONMENT

	Initial	Extraction
Feel valued as an Employee	1.000	.676
Enjoy being a part of the college	1.000	.338
Good balance between work and personal life	1.000	.338
High Morale in the college	1.000	.708
Employee speak highly about the college	1.000	.622

Extraction Method: Principal Component Analysis.

Source: Computed Data

This shows that the employees of Salalah college of Technology express very large range of opinions for the high morale in the college, feel valued as an employee and employee speak highly about the college. They have only considerable opinion of balancing between work and personal life. The data reduced and their individual variances are presented in the following table.

TABLE NO.3 (C): TOTAL VARIANCE EXPLAINED ON THE FACTORS OF WORK ENVIRONMENT

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.659	33.188	33.188	1.542	30.849	30.849
2	1.024	20.479	53.667	1.141	22.818	53.667
3	.948	18.954	72.621			
4	.795	15.904	88.525			
5	.574	11.475	100.000			

Extraction Method: Principal Component Analysis.

Source: Computed Data

From the above table it is found that the two major factors are substituted out of five variables with total variance 53.667. The factors individually possess the variance 30.849% and 22.818% respectively. Since the total variance is above 50%, it can be noted that the data reduced from four variables to 2 factors is systematic and critical in explaining the typical elements of work environment in Salalah college of Technology. The grouping of variables and the variable loading are presented in the following tables.

TABLE NO.3 (D): ROTATED COMPONENT MATRIX(A) ON THE FACTORS OF WORK ENVIRONMENT

	Component	
	1	2
Feel valued as an Employee	.818	
Employee speak highly about the college	.780	
Enjoy being a part of the college	.502	
High Morale in the college		.842
Good balance between work and personal life		.570

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 3 iterations.

Source: Computed Data

From the above table it is found that the 1st factor consist of 3 variables viz., feel valued as an employee (.818), employee speak highly about the college (.780) and enjoy being a part of the college (.502). Therefore the first factor is called as "**Reputational Value**". The 2nd factor comprises of high morale in the college (.842) and good balance between work and personal life (.570), the second factor is known as "**Balanced Work environment**". The work environment among the employees of Salalah College of Technology impressed that the employees are valued more in their employment as individuals concerned widely in the development of the community in general and personalities who enables to balance the work and personal life.

T-TEST: ORGANISATIONAL CLIMATE OF EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY MANAGEMENT

Table No.4

Variables	Mean	Std. Deviation	Std. Error Mean	T	Sig. (2-tailed)
Management sets high standards of excellence	2.76	1.028	.073	-3.300	.000
Goals and objectives are clear	1.85	.813	.057	-20.007	.000
Trust information received from superiors	2.37	.875	.062	-10.263	.000
Believe superiors appreciate the work	1.53	.657	.046	-31.657	.000

Source: Computed Data

From the table 1.4 it is found that the mean values of 4 statements are 2.76, 1.85, 2.37 and 1.53 significantly. The standard deviation also ranges from .657 to 1.028 for all the 4 statements respectively. From the one sample test table it is found that the t-values are -3.300, -20.007, -10.263 and -31.657 statistically significant at 5% level with respect to the test value 3.

COMMUNICATION

TABLE NO.5

Variables	Mean	Std. Deviation	Std. Error Mean	T	Sig. (2-tailed)
Establishment of clear reporting structure	1.90	.967	.068	-16.091	.000
Clear on the work to support the Institution	1.64	.710	.050	-27.183	.000
Consultation with others for support	2.08	.937	.066	-13.885	.000
Interpersonal commun contribute to goals	1.95	.957	.068	-15.584	.000

Source: Computed Data

From the table 1.5 it is found that the mean values of 4 statements are 1.90, 1.64, 2.08 and 1.95 significantly. The standard deviation also ranges from .710 to .967 for all the 4 statements respectively. From the one sample test table it is found that the t-values are -16.091, -27.183, -13.885 and -15.584 statistically significant at 5% level with respect to the test value 3.

TECHNOLOGY

TABLE NO.6

Variables	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed)
Adequate technology to perform work	1.85	.813	.057	-20.007	.000
Technology helps to get job done	2.24	1.072	.076	-10.031	.000
Tools and Technology helps for efficient work	1.84	.943	.067	-17.400	.000
Technology is reliable to work	2.26	1.130	.080	-9.326	.000

Source: Computed Data

From the table 1.6 it is found that the mean values of 4 statements are 1.85, 2.24, 1.84 and 2.26 significantly. The standard deviation also ranges from .813 to 1.130 for all the 4 statements respectively. From the one sample test table it is found that the t-values are -20.007, -10.031, -17.400 and -9.326 statistically significant at 5% level with respect to the test value 3.

JOB SATISFACTION

TABLE NO.7

Variables	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed)
Understand needs of society in general	1.73	.788	.056	-22.806	.000
Focused on delivery of high quality of work	1.44	.662	.047	-33.443	.000
Meeting students and community expectations	1.70	.724	.051	-25.481	.000
Students and community accepts our great job	1.67	.660	.047	-28.627	.000

Source: Computed Data

From the table 1.7 it is found that the mean values of 4 statements are 1.73, 1.44, 1.70 and 1.67 significantly. The standard deviation also ranges from .660 to .788 for all the 4 statements respectively. From the one sample test table it is found that the t-values are -22.806, -33.443, -25.481 and -28.627 statistically significant at 5% level with respect to the test value 3.

FINDINGS

FACTOR ANALYSIS

The factor analysis revealed the Organisational Design of Employees of Salalah College of Technology has been emerged in the form of Regulative Structure and Skilled Performance. They perceived that the high quality of service could be rendered through proper regulations of the institution. They also believed that the efficiency of the employees plays in a vital part in accomplishing the goals of the college.

It is found that the employees of the Salalah college of Technology on the work relations expressed Supportive Appreciation and Suggestive peer ship. The employees in the organization felt that each other formed supportive relationship which helps to smooth environment in achieving the organizational objectives. They also believed that peers could ease the disagreement at the time of confusion and inconsistent matters.

On analysis it is assessed that the employees are highly satisfied with reputational value and balanced work environment in Salalah College of Technology. The employees in general, felt valued highly as an employee of the institution and they in turn speak high about the college and its work environment. It also made everyone to feel enjoyable to be part of the College in providing educational services to uplift the Omani community.

ONE SAMPLE T-TEST

It is determined that the employees disagree that the management sets high standards of excellence and trust on information received from superior. They also strongly disagree that the goals and objectives are clear and believe superiors appreciate the work.

It is identified that the employees disagree that the consultation with others for support and interpersonal communication contribute to goals. They also strongly disagree that the establishment of clear reporting structure and clear on the work to support the institution.

It is inferred that the employees disagree that the technology is reliable to work and it helps to get job done. They also strongly disagree that the adequate technology to perform work and tools and technology helps for efficient work.

It is seen that the employees strongly disagree that the understand needs of society in general, meeting students and community expectations. They also strongly disagree that the students and community accepts the great job of employee and focused on delivery of high quality of work.

SUGGESTIONS

The emergence of the Organisational Climate accelerates the innovative capabilities of the employees. The objective of the educational institutions depends on discharge of greater quality of work on the basis of vision and mission. The management should also incorporate new mechanism like stress management, to increase the organizational efficiency. They also must be ready to imbibe the qualities to materialise the policy enforcement of their organization. The learning programs in educational institution are the indispensable tool to upgrade the employees through organizational climate and performance. The educational Institution should spend more time to improve the employee participation and learning programs both theoretically and practically. Organisational objectives can be achieved with the proper communication system. Interpersonal communication and relationship contributes to the achievement of the organizational goals. Each employee has to exchange their ideas which they are able to perform in the overall organizational functions. Each activity of the employee should be encouraged and appreciated which works as the one of the motivational factors in any Educational Institution. The management should conduct workshops to set high standard of excellence in accomplishing activities to reach quality of work. Educational Institution should characterize the value such as treating employees as the most important resource, believing in the capability of employees, communicating openly, promoting trust, supportive personal policies and development of overall co-operation in achieving the goals. The service community should understand the specific needs of the student, their parents and community in general. The educational institution always should meet the expectations of the community.

CONCLUSION

It is concluded that organizational climate of the employees of Salalah College of Technology plays in a vital role in judging dynamic approaches of the educational system of the country in Oman as the factor impeding their developments. In this study entitled "A Study on the Organisational Climate with special reference to the Employees of Salalah College of Technology", the researcher identified certain points to be accelerated. These functions play as a catalyst for socio-economic development of a country in general. The study analyses everything from an employee's workload to their relationships with co workers and superiors. A climate survey was conducted on the basis of employee's perceptions and perspectives of an organization. The study would definitely help to increase performance and also ensures to improve quality of work life. It also facilitates to identify the areas of inefficiency in all the levels of the organization and to render required solutions to overcome the problems identified. Conclusions are drawn from the data and recommendations are made to the management team. It would set benchmark for future generations which may allow for more in-depth research.

QUESTIONNAIRE

A STUDY ON THE ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO THE EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY

I. QUESTIONS RELATING TO PERSONAL INFORMATION OF THE RESPONDENTS

- 1.1 Name (Optional) :
- 1.2 Locality (Optional) :
- 1.3 Gender : Male () Female ()
- 1.4 Age : Below 30 years ()
31years to 40 years ()
41years to 50 years ()
Above 50 years ()
- 1.5 Educational Qualification : Diploma ()
Higher Diploma ()
Graduate ()
Post Graduate ()
Others ()
- 1.6 Monthly Income : below RO 750 ()
RO 751 - 1250 ()
Above RO 1250 ()
- 1.7 Marital Status : Married ()
Unmarried ()
- 1.8 Designation : Teaching staff ()
Non Teaching staff ()
- 1.9 No of years of Experience : below 2 years ()
2-5 years ()

5-10 years ()
 Above 10 years ()

II. QUESTIONS RELATING TO THE ORGANISATIONAL DESIGN

Please mark the suitable scale against each statement.

SA-Strongly agree. A-Agree. N-Neither agree nor disagree. DA-Disagree, SDA-Strongly disagree.

S.no	Description	SA	A	N	DA	SDA
2.1	Goals and objectives of the college are clear to me					
2.2	Roles and responsibilities are understood					
2.3	Clear reporting structure have been established					
2.4	Employees have right skills to perform their job functions					

III. QUESTIONS RELATING TO THE WORK RELATIONS

S.no	Description	SA	A	N	DA	SDA
3.1	I feel my impact is valued by my peers					
3.2	Employees consult each other when they need support					
3.3	Individual appreciate the personal contribution of the peers					
3.4	In case of disagreement peers suggests promptly in order to resolve them					

IV. QUESTIONS RELATING TO THE WORK ENVIRONMENT

S.no	Description	SA	A	N	DA	SDA
4.1	I feel valued as an employee of this college					
4.2	I enjoy being a part of the college					
4.3	Employees have a good balance between work and personal life					
4.4	Morale is high across the college					
4.5	Employees speak highly about this college					

V. QUESTIONS RELATING TO MANAGEMENT

S.no	Description	SA	A	N	DA	SDA
5.1	Management sets high standard of excellence					
5.2	Management treats employees fairly					
5.3	I trust the information I receive from my superiors					
5.4	I believe superiors appreciate the work I do					

VI. QUESTIONS RELATING TO COMMUNICATION

S.no	Description	SA	A	N	DA	SDA
6.1	I receive the information I need to perform my job well					
6.2	I am clear on how my work supports the department's overall objectives					
6.3	When I need help, I can ask others in my department for suggestions or ideas					
6.4	Interpersonal communication and relationship contribute to organizational goals					

VII. QUESTIONS RELATING TO TECHNOLOGY

S.no	Description	SA	A	N	DA	SDA
7.1	My department has adequate technology to perform work					
7.2	The technology we use helps me to get my job done					
7.3	The tools and technologies that I use helps me to be efficient in completing my work					
7.4	The technology is reliable and works when we need to work					

VIII. QUESTIONS RELATING TO JOB SATISFACTION

S.no	Description	SA	A	N	DA	SDA
8.1	We understand the specific needs of students, parents and community in general					
8.2	We are focused on delivering high quality of service					
8.3	Our service meets the students and community expectation					
8.5	Students and community regularly tells us that we are doing a great job					

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With sincere regards

Thanking you profoundly

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