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### RESEARCH ARTICLE

#### ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF FACULTY MEMBERS IN HIGHER EDUCATION: A STUDY ON BODOLAND UNIVERSITY, ASSAM, INDIA

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#### Abstract

Organisational climate is a process of quantifying the “culture” of an organisation. The word climate usually describes the practices involved in communication, conflict, leadership and rewards. Job satisfaction is the level of gratification a person feels regarding his or her job. This feeling is mainly based on an individual’s perception of satisfaction. Organisational climate and job satisfaction are distinct but related constructs, and both appear to influence employee’s understanding of the work environment and their level of job satisfaction. The present study is undertaken with a view to study the relationship between Organisational climate and Job satisfaction of faculty members and also to examine different dimensions of Organisational climate and Job satisfaction in Bodoland University. For the study, an established assessment instrument on organisational climate is used as organisational climate survey instrument which includes organisational design, communication, leadership, teamwork, decision-Making, culture, job satisfaction and motivation (Instrument development by Allen and Mayer, 1991). The survey questionnaire consisted of a series of 35 items which was administered to selected respondents. The respondents were required to indicate based on a 7 – point scale from strongly disagree to strongly agree. The findings indicate that there is moderate level of relationship between organisational climate and Job satisfaction.

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#### Introduction:-

All organisations have objectives to accomplish that would require to be fulfilled upbeat staff in their workforce (Oshagbemi, 2000) and organisations would like to accomplish its key objectives depending on their ability to retain their skilled and fulfilled workforce. All organisations are affected by the organisational climate irrespective of their size or type of organisation. Organisational climate, in particular, is constantly challenged by changes which impacts organisations today (Nair, 2006). To survive and outdo their competitors, organisations are constantly seeking to improve their performance. Authors such as Brown and Leigh (1996) proposes that organisational climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the organisation will want to stay in the organisation and to continue to provide their effort into their work to the benefit of the organisation.

The universities being an establishment of higher learning prepares human resources for national development and it must be equipped for guaranteeing sufficient arrangements and advancement so as not to disregard the need and

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basics of workforce fulfilment. The University faculty are currently facing many challenges such as inadequate infrastructure, lack of enabling research environment, inconsistent policy implementation between Central and State governments which may well affect their levels of job satisfaction (Kniveton, 1991). In fact some of these academics are of the opinion that communication and decision-making problems exist in their institutions because the superiors do not take into confidence of them in making decisions.

### **Review Of Literature:-**

The relationship of the informal organisation and teacher's perceptions of the existing and desired organisational climate of a school were explored by Robert (1968). Ten elementary schools participated in the study. A socio-metric instrument was employed in identifying the informal groups operating within a school, and two forms of the organisational climate description questionnaire were administered to the school staffs. Forty informal groups were found within the ten schools. Grade level, years in education, years teaching at the school, and gender of the staff member influenced group membership. Evidence indicated that the amount of variance among perceptions of the existing and desired organisational climates held by members of informal groups is not less than the amount of variance of perception held by the total membership.

Helsel and Herbert (1969) examined the teacher's perceptions of organisational climate which were hypothesized to be related to their expectations that successful change would occur in their schools. Successful change was defined as the extent to which the probability of desirable change exceeds that of undesirable change. Correlations were computed between perceived climate, and eight sub-dimensions of climate on the one hand, and expectations for successful change on the other. Significant relationships were found for dimensions of climate that dealt with principal-teacher relations but not for those that dealt with teacher-teacher relations. It was speculated that teachers see themselves as having limited impact on change in schools.

Reynolds (2006) the purpose of the study was to explore faculty perceptions of organisational climate at their institution, faculty satisfaction with organisational climate at their institution, overall faculty job satisfaction, and the relationships among these constructs. The final aim of the study was to use logistic regression to identify the determinants of job satisfaction. Results of the study showed that the faculty surveyed generally had a positive perception of the levels of organisational climate variables at the institution, and generally had positive satisfaction with organisational climate variables at their institution. The statistically significant determinants of job satisfaction were identified to be political climate, professional development opportunities, evaluation, and promotion.

Yang (2015) finds that the performance of higher education institutions in the world has become an emergent issue. Asian countries tried to offer more autonomy to universities; consequently, universities moved toward scientific management and emphasized organisational performance and efficiency. Taiwan is no exception to this trend. Thus, studying the institutional organisational climate in higher education is critical for current higher education changes in Taiwan, and it is even more important to study organisational climate's effects on universities. The research developed a questionnaire to explore Taiwanese university faculty members' perceived institutional organisational climate and their satisfaction with teaching and research in the last five years. The feelings of the research implicate that gender difference is an important factor to consider when university administration wants to enhance the internal organisational climate in Taiwan. Years of employment, university history, and research failed all have different effects on faculty members perceived organisational climate aspects.

### **Objectives of the study:-**

To investigate the relationship between Organisational Climate and Job Satisfaction of faculty members in Bodoland University.

To examine the impact of different dimensions of Organisational Climate and Job Satisfaction of faculty members in Bodoland University.

### **Hypotheses:**

#### **Hypothesis 1:**

There is a significant positive relationship between the dimensions of organisational climate and job satisfaction among faculty members.

**Hypothesis 2:**

Dimensions of organisational climate influence job satisfaction of faculty members.

**Methodology:-**

The study is approached as a descriptive and cross-sectional field survey study. The study area is Bodoland University located in Kokrajhar District in Assam. The whole population consisted of 54 faculty members from Bodoland University, Assam is taken up for the study. The population is described as all faculty members from all the 16 departments (i.e., permanent faculty members) ( $n=54$ ) in the organisation. The unit of analysis is each employee regardless of his or her status of employment in the various departments of the university.

**Results:-****Objective 1:**

To investigate the relationship between organisational climate and job satisfaction of faculty members in Bodoland University.

**Hypothesis 1**

$H_0$ : There is no significant relationship between Organisational Climate and Job Satisfaction among faculty members.

$H_a$ : There is a significant relationship between Organisational Climate and Job Satisfaction among faculty members.

**Table 1:-**Mean Scores and Standard Deviation of Organisational climate and job satisfaction.

Particulars	Mean	Std. Deviation	Total
Organisational Climate	4.70	1.919	54
Job Satisfaction	5.61	1.583	54

The results in Table 1 above showed that the mean score of job satisfaction is more than organisational climate.

**Table 2:-**Correlation Analysis of Organisational Climate and Job Satisfaction

Particulars	Organisational Climate	Job Satisfaction
Organisational Climate	Pearson Correlation	0.740
	Sig. (2 – tailed)	0.000
	N	54
Job Satisfaction	Pearson Correlation	0.740
	Sig. (2 – tailed)	0.000
	N	54

Correlation is significant at the 0.01 level (2 – tailed)

From the above table, it can be observed that the Pearson's Correlation ( $r$ ) is found to be 0.740 and is significant at 0.01 level. This means that there is a significant relationship between dimensions of Organisational Climate and Job Satisfaction among faculty members. The significance or  $p$  – value = 0.000, is found to be less than 0.05 denotes that the test is statistically significant. The test indicates that there is a positive Correlation between Organisational Climate and Job Satisfaction.

Hence, we accept the alternate hypothesis ( $H_a$ ) which states that there is a significant relationship between organisational climate and job satisfaction and reject the null hypothesis ( $H_0$ ) which states that there is no significant relationship between organisational climate and job satisfaction.

**Objective 2:**

To examine the impact of different dimensions of organisational climate and job satisfaction of faculty members in Bodoland University.

**Hypothesis 2**

$H_0$ : Dimensions of organisational climate do not have any influence among faculty members on job satisfaction.

$H_a$ : Dimensions of organisational climate have some influence among faculty members on job satisfaction.

**Multiple linear regression – Assumptions :**

Before running the multiple regression analysis for the second hypothesis there are certain assumptions that have to be met. Here five (5) assumptions are focused that were not highly robust to violations and can deal easily.

**Assumption #1: Linear relationship:**

To identify the influential outlier's in a set of predictor variables, cook's distance is used. The cook's distance values are shown in residual statistics box.

**Table 3:-Residual Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Cook's Distance	0.000	0.369	0.037	0.074	5

Dependent variable: Job Satisfaction

Cook's Distance is a measure of how much influence a predictor variable has on the predicted value of outcome variable. It gives an indication of an extreme value within the data. Here, the minimum value is 0.000 and maximum value is 0.369 which is less than 1. Cook's Distance with value more than 1 indicates an influential value (Cook, 1977). Thus, the assumption is not violated.

**Assumption #2: Multicollinearity:**

To meet this assumption, first thing to do is to observe the values in the correlation table, where it was found that none of the predictors (or Independent variables) are highly correlated i.e., all the values are found to be less than or equal to 0.8. Correlations of more than 0.8 may be problematic. In this case, the highest correlation value is  $r = 0.793 \sim 0.8$ . We can also check the coefficients table in order to assess this assumption.

**Table 4:-Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	Variance Inflation Factor (VIF)
1 (Constant)	.	
Organisational Design	0.367	2.723
Communication	0.228	4.388
Leadership	0.380	2.632
Teamwork	0.234	4.279
Decision – Making	0.258	3.876
Motivation	0.449	2.226
Culture	0.247	4.049

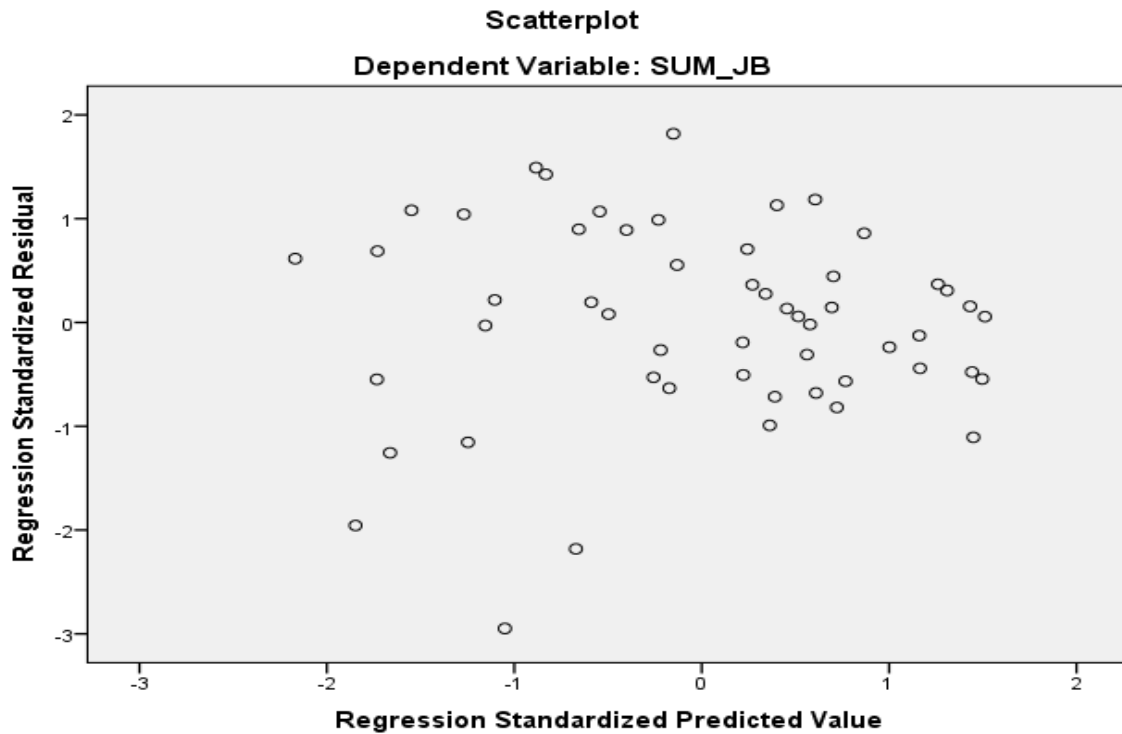
Dependent variable: Job Satisfaction

In the table above, Collinearity statistics is given in the coefficient box, which examined whether there is any multicollinearity. It can be observed from the values that none of the independent variables have tolerance statistic below 0.20, which if happens generally considered cause for concern. In VIF column none of the independent variables are correlated with a value greater than 10. A VIF value greater than 10 indicates that multicollinearity is a problem (statistic solutions). Therefore, we can say that we met the second assumption.

Tolerance and VIF have a reciprocal relationship i.e.,  $TOL = 1/VIF$

**Assumption #3: Homoscedasticity:**

**Graph 1:-**Scatterplot showing Homoscedasticity – assumption met



A Scatterplot of predicted values in x – axis and residuals on y – axis is a good way to check homoscedasticity. In the above graph, the data points seem fairly randomly distributed with a fairly even spread of residuals at all predicted values. It can be observed that no points are outside of -3 to +2 respectively. There should not be clear pattern in the distribution otherwise the data will said to be heteroscedastic.

**Assumption #4: The residuals are independent**

To check the assumption, Durbin Watson statistic is used. The value under Durbin Watson can vary from 0 to 4.

**Table 5:-** Model Summary<sup>b</sup>

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin – Watson
1	0.801 <sup>a</sup>	0.641	0.587	3.228	1.649

Predictors: (constant), OD, COMM, LD, TW, DM, CUL, MOTI whereas, OD stands for Organisational Design, COMM stands communication, LD stands for Leadership, TW stands for Team Work, DM stands for Decision making, CUL stands for Culture, and MOTI stands for Motivation.

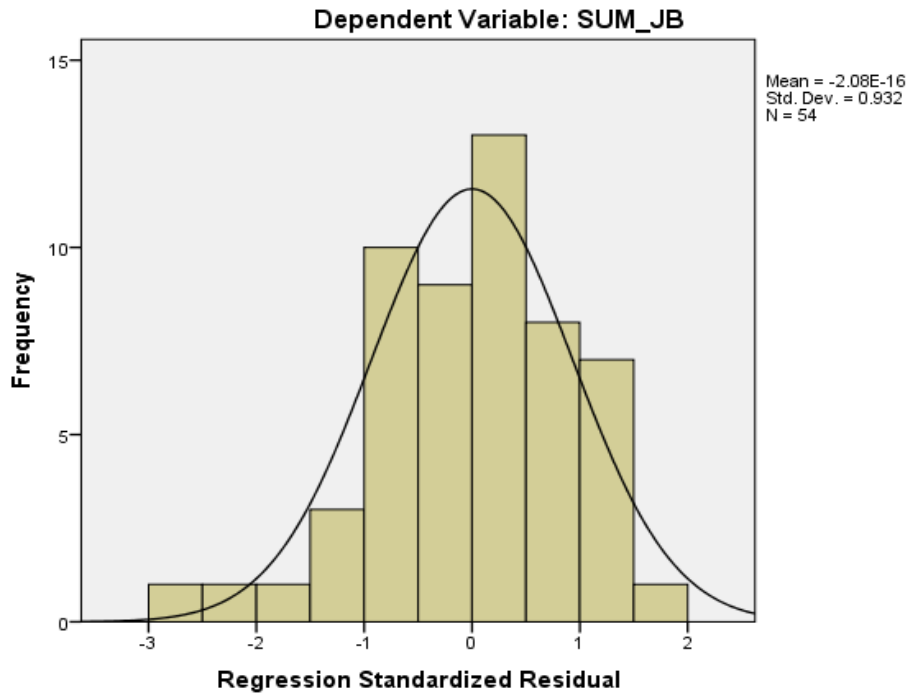
**Dependent Variable: Job Satisfaction:**

The Durbin – Watson statistic is used to test the assumption that the residuals are independent. This statistic can vary from 0 to 4, values below 1 and above 3 is cause for concern and render the analysis invalid (Durbin – Watson, 1950). In this case, the  $d = 1.649$ , thus, the residuals (predicted minus observed values) are independent and the assumption has been met.

**Assumption #5: Normally distributed residuals :**

To check if the data is normally distributed, a histogram of the residuals (errors) is used.

**Graph 2:-Histogram of residuals.**  
**Histogram**



**Interpreting Multiple Regression Analysis:**

**Table 6:- Model Summary.**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the estimate
1	0.801 <sup>a</sup>	0.641	0.587	3.228

Note: a. Predictors: (Constant), OD, COMM, LD, TW, DM, CUL, MOTI  
OD stands for Organisational Design, COMM stands communication, LD stands for Leadership, TW stands for Team Work, DM stands for Decision making, CUL stands for Culture, and MOTI stands for Motivation.

Table 6 shows model summary table where R = 0.801. Here, the R<sup>2</sup> is called the coefficient of determination and R<sup>2</sup> = 0.64; Taken as a set, the predictors organisational design, communication, leadership, teamwork, decision – making, culture, and motivation account for 64% of the variance in job satisfaction.

**Table 7:- Anova<sup>a</sup> (for analysis of variance).**

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	857.199	7	122.457	11.756	0.000 <sup>b</sup>
Residual	479.171	46	10.417		
Total	1336.370	53			

Note: a. Dependent Variable: Job Satisfaction

Predictors: (constant), OD, COMM, LD, TW, DM, CUL, MOTI  
OD stands for Organisational Design, COMM stands communication, LD stands for Leadership, TW stands for Team Work, DM stands for Decision making, CUL stands for Culture, and MOTI stands for Motivation.

Table 6 Anova table (test using  $\alpha = 0.05$ ) shows that the overall regression model was statistically significant,  $F(7, 46) = 11.76, p < 0.001, R^2 = 0.64$ . The significance of  $F$  is 0.000 and since the value of  $R^2$  is significantly greater than 0, that means that the predictors are able to account for a significant amount of variance in job satisfaction. Thus, the regression model is significant.

**Estimated model coefficients:**

The general form of the equation to predict Job satisfaction from organisational design, communication, leadership, teamwork, decision – making, culture and motivation is:

$$Y (\text{Job satisfaction}) \text{ predicted} = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7$$

**Table 8:-** Coefficients<sup>a</sup> (interpreting regression output).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.036	2.687		0.758	0.452
Organisational Design	0.258	0.099	0.379	2.600	0.013
Communication	-0.110	0.258	-0.079	-0.425	0.673
Leadership	-0.169	0.128	-0.189	-1.319	0.194
Teamwork	0.154	0.175	0.161	0.881	0.383
Motivation	0.316	0.132	0.316	2.402	0.020
Culture	-0.044	0.146	-0.053	-0.299	0.766
Decision – Making	0.323	0.144	0.390	2.241	0.030

Note: a. Dependent Variable: Job Satisfaction

$$\text{Predicted (Job satisfaction)} = 2.036 + (0.258 \times \text{organisational design}) + (-0.110 \times \text{communication}) + (-0.169 \times \text{leadership}) + (0.154 \times \text{teamwork}) + (0.316 \times \text{motivation}) + (-0.044 \times \text{culture}) + (0.323 \times \text{decision making})$$

The coefficient table looks at each of the predictor individually. Each of these tests can be evaluate at an alpha of 0.05. In this analysis, the constant is not so important so the main focus will be on all the seven predictors. Here, the three predictors organisational design, motivation and decision – making are significant predictor as its p – value is less than 0.05 and the other predictors communication, leadership, teamwork and culture are not significant predictor as its p – value is greater than 0.05. Therefore, organisational design, motivation and decision – making accounts for a significant amount of unique variance in Job satisfaction. It means that these three predictors offer a unique contribution to the dependent variable i.e., Job satisfaction. Thus, Job satisfaction is influenced by variables like Organisational design, motivation and decision – making.

The corresponding t – statistic for those three variables include; 0.379 (for organisational design), 0.316 (for motivation) and 0.390 (for decision – making) with a significant level less than 0.05. Thus, the findings supported that factors like organisational design, motivation and decision –making contribute to job satisfaction.

Hence, we reject the null hypothesis ( $H_0$ ) which states that dimensions of organisational climate do not have any influence among faculty members on job satisfaction and accept the alternative hypothesis ( $H_a$ ) that states dimensions of organisational climate have some influence among faculty members on job satisfaction.

**Conclusion:-**

Organisational Climate and Job Satisfaction are important aspects in higher education Institutes. To some extent it matters a lot on faculties and non-teaching staffs who have been working for the institute since long. Langet (2015) says that just like measuring the weather climate it's necessary to measure the climate of an organisation to increase the morale, overall happiness and employee retention of the workplace. Measuring job satisfaction is also as important as measuring organisational climate because it determine how employees feel about organisation's different dimensions and maintains a positive culture within the organisation.

The components within the environment of an organisation which constitute the climate include organisational design, communication, leadership, teamwork, decision – making, culture, motivation and job satisfaction were hypothesized and tested and the study reveals that these components exist within an organisation and they can reliably make up organisational climate; therefore, measures to initiate such a climate may be justified. This will help the organisation to understand the extent to which these components if not properly managed could lead to job dissatisfaction of employees.

**Suggestions To The Management:-**

After conducting the study, certain suggestions can be made based on the opinion expressed by the respondents and the research results.

1. The relationship between superior and subordinate needs to be friendly and informal in nature so that the subordinate clearly understand what their superior expects from them.
2. At the time of revising the goals and objectives of the University, the management should always involve academics through workshops and encourage them for their valuable suggestions which can form a part of the development process.
3. Management team can design a system and create a suggestion Box which can be placed in prominent area. Use of this Suggestion Box is at first providing a simple means for submission. Second collect the suggestions and set a time for review and decision. Third review suggestions to determine Implementation. Fourth follow through on Implementation. And lastly recognize and reward good suggestions.
4. Employee behaviour is affected by their perceptions. So it's very useful and important for management to know and take them into account. Climate survey provides a picture of organisation's needs. Also it is used to solicit employee opinions on various issues. Through there are different methods in checking organisational climate, the simplest and easy one is survey questionnaire and management should do the survey at least one time per year. The results from the survey provide an understanding how the employee perceives the organisation along different dimensions. When management conducts a survey in the workplace, it means that the management is actually sending a message to employees that their opinions and inputs are valued by the organisation. This practice has the advantage of building employee morale, especially when suggestions made via survey are implemented in the workplace.
5. The University should develop, implement and evaluate Human Resource Policies that are intended to create a positive work environment. It provides the framework by which employees are expected to behave in the workplace. Human Resource Policies protect employees from arbitrary and discriminatory actions. In this connection, employees can refer to the policy manual in case of conflict or disagreement.

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