

International Multidisciplinary  
Research Journal

*Indian Streams  
Research Journal*

Executive Editor  
Ashok Yakkaldevi

Editor-in-Chief  
H.N.Jagtap

---

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board. Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

### Regional Editor

Manichander Thammishetty

Ph.d Research Scholar, Faculty of Education IASE, Osmania University, Hyderabad.

Mr. Dikonda Govardhan Krushanahari

Professor and Researcher ,

Rayat shikshan sanstha's, Rajarshi Chhatrapati Shahu College, Kolhapur.

### International Advisory Board

Kamani Perera

Regional Center For Strategic Studies, Sri Lanka

Mohammad Hailat

Dept. of Mathematical Sciences, University of South Carolina Aiken

Hasan Baktir

English Language and Literature Department, Kayseri

Janaki Sinnasamy

Librarian, University of Malaya

Abdullah Sabbagh

Engineering Studies, Sydney

Ghayoor Abbas Chotana

Dept of Chemistry, Lahore University of Management Sciences[PK]

Romona Mihaila

Spiru Haret University, Romania

Ecaterina Patrascu

Spiru Haret University, Bucharest

Anna Maria Constantinovici

AL. I. Cuza University, Romania

Delia Serbescu

Spiru Haret University, Bucharest, Romania

Loredana Bosca

Spiru Haret University, Romania

Ilie Pinteau,

Spiru Haret University, Romania

Anurag Misra

DBS College, Kanpur

Fabricio Moraes de Almeida

Federal University of Rondonia, Brazil

Xiaohua Yang

PhD, USA

Titus PopPhD, Partium Christian University, Oradea, Romania

George - Calin SERITAN

Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi

.....More

### Editorial Board

Pratap Vyamktrao Naikwade

ASP College Devrukh, Ratnagiri, MS India

Iresh Swami

Ex - VC. Solapur University, Solapur

Rajendra Shendge

Director, B.C.U.D. Solapur University, Solapur

R. R. Patil

Head Geology Department Solapur University, Solapur

N.S. Dhaygude

Ex. Prin. Dayanand College, Solapur

R. R. Yalikal

Director Management Institute, Solapur

Rama Bhosale

Prin. and Jt. Director Higher Education, Panvel

Narendra Kadu

Jt. Director Higher Education, Pune

Umesh Rajderkar

Head Humanities & Social Science YCMOU, Nashik

Salve R. N.

Department of Sociology, Shivaji University, Kolhapur

K. M. Bhandarkar

Praful Patel College of Education, Gondia

S. R. Pandya

Head Education Dept. Mumbai University, Mumbai

Govind P. Shinde

Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai

G. P. Patankar

S. D. M. Degree College, Honavar, Karnataka

Alka Darshan Shrivastava

Shaskiya Snatkottar Mahavidyalaya, Dhar

Chakane Sanjay Dnyaneshwar

Arts, Science & Commerce College, Indapur, Pune

Maj. S. Bakhtiar Choudhary

Director, Hyderabad AP India.

Rahul Shriram Sudke

Devi Ahilya Vishwavidyalaya, Indore

Awadhesh Kumar Shirotriya

Secretary, Play India Play, Meerut (U.P.)

S. Parvathi Devi

Ph.D.-University of Allahabad

S. KANNAN

Annamalai University, TN

Sonal Singh,

Vikram University, Ujjain

Satish Kumar Kalhotra

Maulana Azad National Urdu University



## INFLUENCE OF ORGANIZATIONAL CLIMATE DIMENSIONS ON COMMITMENT OF THE FACULTY MEMBERS OF PRIVATE POLYTECHNIC COLLEGES

Ms. R. Janaki<sup>1</sup> and Dr. R. Ganapathi<sup>2</sup>

<sup>1</sup>B.E., MBA., Ph.D. (Part-Time) Research Scholar , Department of Management Studies ,  
Mother Teresa Women's University , Kodaikanal, Tamil Nadu State.

<sup>2</sup>M.Com., MBA (Finance)., MBA (HR)., M.Phil., Ph.D., PGDCA. ,Assistant Professor ,  
Directorate of Distance Education , Alagappa University , Karaikudi ,Tamil Nadu State.

### ABSTRACT

Organizational climate is the sharing of beliefs, values and work environment that could have considerable effect on the behaviours of employees. Each and every polytechnic institution has a unique climate of its own. This climate influences the behaviour of the faculty members and working in the environment which in turns affects their performance, satisfaction and commitment. The organizational climate dimensions of competency, performance appraisal, management effectiveness and interpersonal relationship are significantly and positively influencing the commitment of the faculty members of private polytechnic colleges, To improve organizational climate in private polytechnic colleges, management should treat faculty members with respect and it must consider suggestions of employees seriously. The management should conduct need based faculty development programmes in consultation with faculty members and private polytechnic colleges must efficiently use the talents of faculty members in order to improve the performance of both faculty members and students.

**KEYWORDS:** Commitment, Faculty Members, Organizational Climate,

Polytechnic Colleges.

### 1.INTRODUCTION :

The composite interaction of employees, organizational and external factors affect the views of employees about their organization in which they are working. Over the period of time, these interactions create an existing set of perceptions related with the distinctiveness and practices of an organization. Organizational climate tries to explain the perceptions of employees about their organization, which are in turn

connected to formation of attitude and therefore, influence motivation, involvement and job performance.

Organizational climate is the sharing of beliefs, values and work environment that could have considerable effect on the behaviours of employees. Organizational climate is stated for its potential role in organizational learning process because it provides supports and incentives to encourage interpersonal relations and effective communication (Jaw and Liu, 2003). Organizational climate



is the perception of people about their working atmosphere with regard to friendliness and caring. In other words, the interaction of employees and management should make a healthy organizational environment (Cooper (2003). When organizations have a higher degree of innovative organizational climate, employees are more inclined to improve the interaction and relation to exchange ideas and share experience and knowledge for creative ideas.

Each and every polytechnic institution has a unique climate of its own. Among the different interactions taking place in the polytechnic college, the interaction between the principal and the faculty members contributes to a large extent in creating the healthy climate. This climate influences the behaviour of the faculty members and working in the environment which in turns affects their performance, satisfaction and commitment. Hence, the present study is made to examine the influence of organizational climate dimensions on commitment of the faculty members of private polytechnic colleges in Tamil Nadu.

## 2. METHODOLOGY

The Tamil Nadu state is selected for the present study. The faculty members of private polytechnic colleges are chosen by using random sampling method. The data are gathered from 250 faculty members through pre-tested and structured questionnaire. To understand the socio-economic status of the faculty members of private polytechnic colleges, the percentage analysis is carried out. To study the organizational climate dimensions and commitment of faculty members of private polytechnic colleges, mean and standard deviation are worked out. To examine the influence of organizational climate dimensions on commitment of the faculty members of private polytechnic colleges, the multiple linear regression is applied.

## 3. RESULTS AND DISCUSSION

### 3.1. SOCIO-ECONOMIC STATUS OF THE FACULTY MEMBERS OF PRIVATE POLYTECHNIC COLLEGES

The socio-economic status of the faculty members of private polytechnic colleges was analyzed and the results are presented in Table-1.

**Table-1. Socio-Economic Status of the Faculty Members of Private Polytechnic Colleges**

Socio-Economic Profile	Number of Faculty Members	Percentage
<b>Gender</b>		
Male	153	61.20
Female	97	38.80
<b>Age Group</b>		
25 – 30 years	64	25.60
31 – 40 years	102	40.80
41 – 50 years	73	29.20
Above 50 years	11	4.40
<b>Educational Qualification</b>		
Post Graduation	171	68.40
Ph.D.	79	31.60
<b>Designation</b>		
Lecturer	134	53.60
Senior Lecturer	69	27.60
Head of the Department	47	18.80
<b>Monthly Income</b>		
Less than Rs.15,000	112	44.80
Rs.15,001 – Rs.20,000	65	26.00
Rs.20,001 – Rs.25,000	41	16.40
More than Rs.25,000	32	12.80
<b>Working Experience</b>		
1 – 5 years	92	36.80
6 – 10 years	109	43.60
More than 10 years	49	19.60

The results show that 61.20 per cent of faculty members are males and the rest of 38.80 per cent of faculty members are females. The results indicate that 40.80 per cent of faculty members are in the age group of 31 – 40 years followed by 41 – 50 years (29.20 per cent), 25 – 30 years (25.60 per cent) and above 50 years (4.40 per cent).

The results reveal that that 68.40 per cent of faculty members are post graduates and the remaining 31.60 per cent of faculty members are doctorates. The results show that 53.60 per cent of faculty members are lecturers followed by senior lecturers (27.60 per cent) and head of the department (18.80 per cent).

The results indicate that 44.80 per cent of faculty members are in the monthly income of less than Rs.15,000 followed by Rs.15,001 – Rs.20,000 (26.00 per cent), Rs.20,001 – Rs.25,000 (16.40 per cent) and more than Rs.25,000 (12.80 per cent). The results reveal that 43.60 per cent of faculty members have working experience of 6 – 10 years followed by 1 – 5 years (36.80 per cent) and more than 10 years (19.60 per cent)

### 3.2. ORGANIZATIONAL CLIMATE DIMENSIONS IN PRIVATE POLYTECHNIC COLLEGES

The organizational climate dimensions in private polytechnic colleges were analyzed and the results are hereunder presented.

#### 3.2.1. MANAGEMENT EFFECTIVENESS

The management effectiveness in private polytechnic colleges was analyzed and the results are presented in Table-2.

**Table-2. Management Effectiveness**

Sl. No.	Management Effectiveness	Mean	Standard Deviation
1.	I can communicate effectively with senior management	4.18	0.71
2.	Management has a good understanding of what goes on in my department	3.99	0.84
3.	Management utilizes my skills effectively	4.02	0.87
4.	I am treated with respect by management	3.39	1.13
5.	Management takes employees suggestions seriously	3.41	1.06

The results show that the faculty members of private polytechnic colleges are agreed with they can communicate effectively with senior management, management has a good understanding of what goes on in their department and management utilizes their skills effectively, while, they are neutral with they are treated with respect by management and management takes employees suggestions seriously.

#### 3.2.2. COMPETENCY

The competency of the faculty members in private polytechnic colleges was analyzed and the results are presented in Table-3.

**Table-3. Competency**

Sl. No.	Competency	Mean	Standard Deviation
1.	I had sufficient skills when I was hired to this job	4.06	0.63
2.	The faculty development programme helped me to add value to my skills	3.26	1.05
3.	My job makes good use of my talents	3.31	1.01
4.	I can handle the size of my workload	3.86	0.97
5.	I am among the best at what I do in my field	3.79	1.06

The results indicate that the faculty members of private polytechnic colleges are agreed with they had sufficient skills when they was hired to this job, they can handle the size of their workload and they are among the best at what they do in their field, while, they are neutral with the faculty development programme helped them to add value to their skills and their job makes good use of their talents.

### 3.2.3. INVOLVEMENT

The involvement of the faculty members in private polytechnic colleges was analyzed and the results are presented in Table- 4.

**Table-4. Involvement**

Sl. No.	Involvement	Mean	Standard Deviation
1.	Management keeps my department adequately informed about what is going on in the college	3.88	0.94
2.	Management seeks the involvement of faculty members when making important decision	3.38	1.03
3.	Information are shared freely throughout the college	3.91	0.87
4.	My college trusts me with their plans for the future	3.78	1.12
5.	My college is sensitive to my individual needs	3.33	0.98

The results reveal that the faculty members of private polytechnic colleges are agreed with management keeps their department adequately informed about what is going on in the college, information are shared freely throughout the college and their college trusts them with their plans for the future, while, they are neutral with management seeks the involvement of faculty members when making important decision and their college is sensitive to their individual needs.

### 3.2.4. INTERPERSONAL RELATIONSHIP

The interpersonal relationship among the faculty members in private polytechnic colleges was analyzed and the results are presented in Table-5.

**Table-5. Interpersonal Relationship**

Sl. No.	Interpersonal Relationship	Mean	Standard Deviation
1.	I get help and guidance from my senior faculty members	3.95	0.97
2.	My senior faculty members are accessible at any point of time	3.90	0.95
3.	I am not afraid to express and discuss my feelings with my colleagues and management	3.43	1.08
4.	Opportunities to have smooth relationship with my colleagues prevail	3.76	1.02
5.	I am very informal and do not hesitate to discuss my personal problems with my colleagues	3.30	1.21

The results show that the faculty members of private polytechnic colleges are agreed with they get help and guidance from my senior faculty members, their senior faculty members are accessible at any point of time and opportunities to have smooth relationship with their colleagues prevail, while, thy are neutral with they are not afraid to express and discuss their feelings with their colleagues and management and they are very informal and do not hesitate to discuss their personal problems with their colleagues.

**3.2.5. PERFORMANCE APPRAISAL**

The performance appraisal of the faculty members in private polytechnic colleges was analyzed and the results are presented in Table-6.

**Table-6. Performance Appraisal**

Sl. No.	Performance Appraisal	Mean	Standard Deviation
1.	Performance appraisal is carried out regularly in my college	3.98	0.94
2.	Performance appraisal system in my college gives opportunities to improve my performance	3.89	1.04
3.	I know the different attributes on which, I am being appraised	4.01	0.87
4.	The performance appraisal system is good	3.29	1.15
5.	Appraisal system is free from bias	3.35	1.28

The results indicate that the faculty members of private polytechnic colleges are agreed with performance appraisal is carried out regularly in their college, performance appraisal system in their college gives opportunities to improve their performance and they know the different attributes on which, they are being appraised, while, they are neutral with the performance appraisal system is good and appraisal system is free from bias.

**3.3. COMMITMENT OF THE FACULTY MEMBERS**

The commitment of the faculty members of private polytechnic colleges was analyzed and the results are presented in Table-7.

**Table-7. Commitment**

Sl. No.	Commitment	Mean	Standard Deviation
1.	I am willing to work hard to get the job done	3.83	0.93
2.	I am willing to put extra efforts whenever necessary	3.82	0.92
3.	I like working at my college	3.80	0.87
4.	I am loyal to my college	3.27	1.10
5.	I plan to spend my entire career at my college	3.37	1.14

The results reveal that the faculty members of private polytechnic colleges are agreed with they are

willing to work hard to get the job done, they are willing to put extra efforts whenever necessary and they like working at their college, while, they are neutral with they are loyal to their college and they plan to spend their entire career at their college.

### 3.4. INFLUENCE OF ORGANIZATIONAL CLIMATE DIMENSIONS ON COMMITMENT OF THE FACULTY MEMBERS OF PRIVATE POLYTECHNIC COLLEGES

To examine the influence of organizational climate dimensions on commitment of the faculty members of private polytechnic colleges, the multiple regression is applied and the results are presented in Table-8.

**Table-8. Influence of Organizational Climate Dimensions on Commitment of the Faculty Members of Private Polytechnic Colleges**

Organizational Climate Dimensions	Regression Co-efficients	t-Value	Sig.
Intercept	1.103**	9.578	.000
Management Effectiveness (X <sub>1</sub> )	.310**	7.136	.000
Competency (X <sub>2</sub> )	.392**	7.912	.000
Involvement (X <sub>3</sub> )	.076	1.854	.892
Interpersonal Relationship (X <sub>4</sub> )	.264**	6.715	.000
Performance Appraisal (X <sub>5</sub> )	.347**	7.650	.000
R <sup>2</sup>	0.61	-	-
Adjusted R <sup>2</sup>	0.59	-	-
F	29.736	-	.000

\*\* Significance at one per cent level

The coefficient of multiple determination (R<sup>2</sup>) is 0.61 and adjusted R<sup>2</sup> is 0.59 showing the regression model is good fit. It is inferred that 59.00 per cent of the variation in dependent variable (Commitment) is explained by the independent variables (Organizational Climate Dimensions). The F-value of 29.736 is statistically significant at one per cent level indicating that the model is good fit.

The results reveal that competency, performance appraisal, management effectiveness and interpersonal relationship are positively and significantly influencing the commitment of the faculty members of private polytechnic colleges at one per cent level. Thus, the null hypothesis of there is no significant influence of organizational climate dimensions on commitment of the faculty members of private polytechnic colleges is rejected.

### 4. CONCLUSION

The foregoing analysis shows that competency, performance appraisal, management effectiveness and interpersonal relationship are significantly and positively influencing the commitment of the faculty members of private polytechnic colleges

To improve organizational climate in private polytechnic colleges, management should treat faculty members with respect and it must consider suggestions of employees seriously. The management should conduct need based faculty development programmes in consultation with faculty members and private polytechnic colleges must efficiently use the talents of faculty members in order to improve the performance of both faculty members and students.

In addition, management must seek the involvement of faculty members when making important decision and it should be sensitive to needs of individual faculty members. The management should encourage faculty members to discuss their feelings and ideas with their colleagues and management and the performance appraisal system in private polytechnic colleges should be appropriate and transparent and free from bias.

### REFERENCES:

1. Alavi, H.R. and Jahandari, R., "The Organizational Climate of Kerman Shahid Bahonar University: Its Comparison with the Desired Organizational Climate from the Viewpoints of the Personnel (Staff) of the

- University”, *Public Personnel Management*, 2005, Vol.34, No.3, pp.247-261.
2. Chiou, H., “Organizational Environment and Creativity: Development of Creative Organizational Climate Inventory and Validation Study”, Unpublished Manuscript, Department of Psychology, Fu-Jen Catholic University of Taiwan, Taiwan, 2006, p.45.
3. Cooper, D. J., “Leadership for Follower Commitment”, Butterworth-Heinemann, Oxford, U.K., 2003, pp.35-36.
4. Duggan, M. H., “Non Instructional Staff perceptions of the College Climate: New Directions for Community Colleges”, *Journal of Academic Research*, 2008, Vol.142, pp.47-56.
5. Elçi, M. and Alkan, L., “The Impact of Perceived Organizational Ethical Climate on Work Satisfaction”, *Journal of Business Ethics*, 2008, Vol.84, No.3, pp.297-311.
6. Foziyeh Salari, Hossein Zainalipour and AliAkbar Shaikhi Fini, “Investigation the Relationship between Organizational Climate and Job Burnout of Personnel in University of Bandar Abbas”, *Academic Journal of Psychological Studies*, 2013, Vol.2, No.2, pp.39-46.
7. Gormley, D. K. and Kennerly, S., “Influence of Work Role and Perceptions of Climate on Faculty Organizational Commitment”, *Journal of Professional Nursing*, 2010, Vol.26, No.2, pp.108-115.
8. Hüseyin Gul, “Organizational Climate and Academic Staff’s Perception on Climate Factors”, *Humanity & Social Sciences Journal*, 2008, Vol.3, No.1, pp.37-48.
9. Jaw, B. S. and Liu, W., “Promoting Organizational Learning and Self-Renewal in Taiwanese Companies: The Role of HRM”, *Human Resource Management*, 2003, Vol.42, No.3, pp.223-241.
10. John, K. and Zerihun Ayenew Birbirsra, “The Impact of Organizational Climate Factors on Turnover Intention of Academic Staffs in Central and Western Ethiopian Public Universities”, *EXCEL International Journal of Multidisciplinary Management Studies*, 2015, Vol.4, No.10, pp.80-91.
11. Kotreshwaraswamy Surapuramath, “A Study of Organizational Climate of Colleges of Education under Karnataka University”, *International Indexed & Referred Research Journal*, 2012, Vol.3, No.3, pp.1-2.
12. Lawrence R. James, Carol C. Choi, Chia-Huei Emily Ko, Patrick K. McNeil, Matthew K. Minton, Mary Ann Wright and Kwang-il Kim, “Organisational and Psychological Climate: A Review of Theory and Research”, *European Journal of Work and Organisational Psychology*, 2008, Vol.17, No.1, pp.5-32.
13. Mohammad A. Abdeen and Mahmoud A. Abu-Samra, “The Organisational Climate at Al-Quds University as Perceived by Faculty Members: A Case Study”, *An-Najah University Journal for Research-Humanities (B)*, 2001, Vol.15, pp.277-309.
14. Philipa O. Idogho, “Academic Staff Perception of the Organisational Climate in Universities in Edo State, Nigeria”, *Journal of Social Sciences*, 2006, Vol.13, No.1, pp.71-78.
15. Reichers, A.E. and Schneider, B., “Climate and Culture: An Evolution of Constructs”, Jossey-Bass, San Francisco, 1990, p.67.
16. Santosh Meena and Mahima Agarwal, “The Relationship among Organisational Climate, Job Satisfaction and Happiness of the Employees of Educational Institutions”, *American International Journal of Research in Humanities, Arts and Social Sciences*, 2014, Vol.6, No.2, pp.149-152.
17. Tagiuri, R. and Litwin, G., “Organizational Climate: Explorations of a Concept”, Harvard Business School, Boston, 1968, pp.23-37.
18. Usha Tiwari, “Organisational Climate in Higher Education Institutions of Madhya Pradesh”, *Abhinav International Monthly Refereed Journal of Research in Management & Technology*, 2014, Vol.3, No.10, pp.1-6.



**Ms. R. Janaki**

**B.E., MBA., Ph.D. (Part-Time) Research Scholar , Department of Management Studies , Mother Teresa Women’s University , Kodaikanal, Tamil Nadu State.**

# Publish Research Article

## International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Book Review for publication, you will be pleased to know that our journals are

### Associated and Indexed, India

- \* International Scientific Journal Consortium
- \* OPEN J-GATE

### Associated and Indexed, USA

- Google Scholar
- EBSCO
- DOAJ
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

Indian Streams Research Journal  
258/34 Raviwar Peth Solapur-413005, Maharashtra  
Contact-9595359435  
E-Mail-[ayisrj@yahoo.in](mailto:ayisrj@yahoo.in)/[ayisrj2011@gmail.com](mailto:ayisrj2011@gmail.com)  
Website : [www.isrj.org](http://www.isrj.org)