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

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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
Gender		
Male	153	61.20
Female	97	38.80
Age Group		
25 – 30 years	64	25.60
31 – 40 years	102	40.80
41 – 50 years	73	29.20
Above 50 years	11	4.40
Educational Qualification		
Post Graduation	171	68.40
Ph.D.	79	31.60
Designation		
Lecturer	134	53.60
Senior Lecturer	69	27.60
Head of the Department	47	18.80
Monthly Income		
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
Working Experience		
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, they 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_1)	.310**	7.136	.000
Competency (X_2)	.392**	7.912	.000
Involvement (X_3)	.076	1.854	.892
Interpersonal Relationship (X_4)	.264**	6.715	.000
Performance Appraisal (X_5)	.347**	7.650	.000
R^2	0.61	-	-
Adjusted R^2	0.59	-	-
F	29.736	-	.000

** Significance at one per cent level

The coefficient of multiple determination (R^2) is 0.61 and adjusted R^2 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.

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