

**RESEARCH ARTICLE :**

Attitude of the scientists of Anand Agricultural University towards organizational climate

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SUMMARY : The present study was conducted in the Anand Agricultural University, Anand of Gujarat state, by personally interviewing the proportionally selected 150 scientists engaged in teaching, research and extension activities. The attitude of the scientists towards organizational climate is not independent itself, but is rather a complex process which is governed by personal-economic, job related and psychological attributes. The data were collected by personal contacts. The data were classified, tabulated and analyzed in order to make the findings meaningful. The statistical measures, such as percentage, Karl Pearson's co-efficients of correlation were used to analysis data. It was observed from the study that slightly more than four-fifth (82.67 %) of the overall scientists engaged in teaching, research and extension education activity in the university had positive to highly positive attitude towards their organizational climate. The attitude of the scientists towards organizational climate was observed significantly related with their independent variables like age, experience, job involvement, job performance, job satisfaction, achievement motivation and attitude towards job. In other words it can be said that the level of attitude was found more positive among those scientists who had old age, more experience, high job involvement, high job performance, high job satisfaction, high achievement motivation and highly positive attitude towards job. The result of this study in terms of different personal-economic, job related and psychological characteristics of scientists in forming their attitude towards organizational climate would act as a guideline to the administrations or higher authority to plan, implementing programmes related to human resource development within the organization.

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BACKGROUND AND OBJECTIVES

Organizations that are able to create environment that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage (Brown and Leigh,

1996). The nature of organizational climate differs from one university to the other. Organizational climate serves as a measure of individual perceptions or feelings about an organization. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging

jobs to employees, reduction of boredom and frustration, provision of benefits and personnel policies, provision of good working conditions and creation of suitable career ladder for academics.

The scientist working in agricultural universities performs three fold functions namely teaching, research and extension education activities. The academic contribution of the farm scientists in the field of teaching, research and extension education is greatly determined by their surroundings, promotional opportunities, procedures followed for recognizing good work, freedom enjoyed, superior-subordinate relationship, loyalty to the institution, its security, respect in the society and so on so forth. In this context, the present study was conducted with objectives.

- To measure the attitude of scientists towards organizational climate.
- Significance of various characteristics of the scientists in forming their attitude towards organizational climate.

RESOURCES AND METHODS

The study was conducted in the Anand Agricultural University, Anand of Gujarat state. A list of all the scientists doing teaching, research and extension activities under the Anand Agricultural University of Gujarat state was obtained from the office of the Registrar, Anand Agricultural University, Anand. Thereafter, the scientists from each of the activities were selected randomly in such a manner that there would be proportional to total size of the scientists in respective activities. In all, 150 scientists comprising 90 Assistant Professors, 42 Associate Professors and 18 Professors were selected to serve as the respondents for the study. The “*Ex-Post-Facto*” research design was employed for conducting the proposed study. The data were collected through structural interview schedule. The collected data were then transferred to master table and analyzed in order to make the findings meaningful. For analysis of the data, the statistical measures such as frequency, percentage, Karl Pearson’s co-efficients of correlation were used.

OBSERVATIONS AND ANALYSIS

The results obtained from the present study as well as discussions have been summarized under following heads:

Attitude of scientists towards organizational climate:

Attitude as a component of human behaviour is the pre-requisite for any action, which plays a dominant role to know that how they interpret the climate of the organization. Attitude is the way of thinking, acting or feeling of a person towards a situation or cause. To measure attitude of scientists towards organizational climate, scale was developed and applied. The data regarding attitude of scientists towards organizational climate is illustrated in Table 1.

The data depicted in Table 1 shows that nearly one-half (46.67 %) of the Assistant Professors had positive attitude towards organizational climate, followed by 35.56 per cent of them were with highly positive attitude. While, 14.44 per cent and 3.33 per cent of them were having neutral and negative attitude towards their organizational climate, respectively. With regards to Associate Professors, slightly more than two-fifth (42.86 %) of them had positive attitude towards their organizational climate, followed by 38.09 per cent of them were with highly positive attitude. While, 14.29 per cent and 4.76 per cent of them were showing neutral and negative attitude towards their organizational climate, respectively.

In context with Professors, nearly two-third (66.67 %) of them had positive attitude towards organizational climate, followed by 22.22 per cent of them were with highly positive attitude. Whereas, 11.11 per cent of them had neutral and none were found in negative category of attitude.

Minute observation reveals that slightly more than four-fifth (82.67 %) of the overall scientists engaged in teaching, research and extension education activity in the university had positive to highly positive attitude towards their organizational climate, while 14.00 per cent and 3.33 per cent of them were having neutral and negative attitude towards organizational climate, respectively.

The scientists of Anand Agricultural University might be satisfied with different aspects related to organizational climate such as organizational design, organizational culture, organizational trust, motivation, teamwork, leadership skill and communication etc. resulted in most favourable perception about organizational climate. It may also be due to their high level of trust among staff members, high level of motivation from their superiors and good level of perception about leadership quality of the superiors,

communication with their subordinates, colleagues and superiors, their low level of job stress and high level of job satisfaction. The finding gets support by the findings of Mohan (2004), Manjula and Naraynagouda (2005), Mishra (2005) and Nagananda (2005).

Significance of various characteristics of the scientists in forming their attitude towards organizational climate :

The relationship was determined and tested with the help of Karl Pearson's co-efficients of correlation, the zero order correlations are presented in Table 2 and graphically depicted in Fig. 1 which is discussed under following subheads:

It could be seen from Table 2 that among eleven selected independent variables of the AAU scientists for the study, seven variables had exhibited positive and significant relationship, while one variable had exhibited negative and significant correlation with their attitude towards organizational climate.

Personal-economic variables and attitude towards organizational climate :

Age and attitude towards organizational climate :

The positive and significant relationship between age of the scientists and their attitude towards organizational climate indicated that attitude of the scientist towards organizational climate was observed better among old aged scientists than young aged scientists. This might be because of that the old aged scientists were more aware about the organizations' policies, working pattern and culture of the organization as compared to young aged scientists and old aged scientist were having more job experience within the organization as compared to young aged scientists.

Education and attitude towards organizational climate :

It can be concluded that the education of the scientists had positive but non-significant relationship with their attitude towards organizational climate. It indicates that the Post-graduates and Ph.D. degree holder scientists were similar in their attitude towards organizational climate. It might be due to that the feeling or attitude of a scientist is not only based on the formal education but also several other factors related to organization. Thus, it can be inferred that education had no any influence on

the scientists' attitude towards organizational climate.

Native place and attitude towards organizational climate :

The negative and non-significant relationship between native place of the scientists and their attitude towards organizational climate indicated that the scientists with rural native and urban native were alike in their attitude towards organizational climate. It meant that, native place of the scientists had negligible influence on their attitude towards organizational climate.

Experience and attitude towards organizational climate :

The positive and significant relationship between experience of the scientists and their attitude towards organizational climate indicated that attitude of the scientist towards organizational climate was observed better among more experienced scientists than less experienced scientists. This might be due to that upper cadre scientists like Associate Professors and Professors were more familiar with the organization and they were more conscious about the organizations' strategies and work culture of the organization as compared to Assistant Professors. This finding gets support from the study conducted by Tondare *et al.* (2005) and Sandic (2006).

Annual income and attitude towards organizational climate :

The non-significant relationship between annual income of the scientists and their attitude towards organizational climate indicated that the scientists with higher and lower annual income were similar in their attitude towards organizational climate. It might be due to that the feeling of a scientist is not only based on his economic status but also several other factors related to organization like; organizational design, culture, teamwork, leadership style of the administrators etc. Thus, it can be inferred that annual income had negligible influence on the scientists' attitude towards organizational climate.

Job related variables and attitude towards organizational climate :

Job involvement and attitude towards organizational climate

The positive and significant relationship between job involvement of the scientists and their attitude towards

organizational climate indicated that the scientists with higher job involvement were greater in their attitude towards organizational climate than the scientists with lower involvement in their job. This might be due to that the scientists with higher job involvement were more physically and psychologically involved in their respected job, which increases their emotionally attachment to the organization and its welfare.

Job performance and attitude towards organizational climate :

The positive and significant relationship between job performance of the scientists of and their attitude towards

organizational climate indicated that the higher job performed scientists were greater in their attitude towards organizational climate than the scientists with lower job performance. The possible reason behind this might be due to that the university authority appreciate them for their performance and provides adequate remuneration.

Job satisfaction and attitude towards organizational climate :

It can be concluded that job satisfaction of the scientists had positive and significant relationship with their attitude towards organizational climate. If the scientist derived higher level of satisfaction from their

Table 1 : Distribution of the scientists according to their attitude towards organizational climate (n=150)

Sr. No.	Attitude towards Organizational climate	AAU Scientists			Overall (150)
		Assistant Professor (90)	Associate Professor (42)	Professor (18)	
1.	Highly negative [Up to 21.60]	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)
2.	Negative [21.61 to 31.20]	3 (3.33)	2 (4.76)	0 (0.00)	5 (3.33)
3.	Neutral [31.21 to 40.80]	13 (14.44)	6 (14.29)	2 (11.11)	21 (14.00)
4.	Positive [40.81 to 50.40]	42 (46.67)	18 (42.86)	12 (66.67)	72 (48.00)
5.	Highly positive [Above 50.40]	32 (35.56)	16 (38.09)	4 (22.22)	52 (34.67)
Total		100.00	100.00	100.00	(100.00)

[] Figures in parentheses indicate the score () Figures in parentheses indicate percentage

Table 2: Relationship between selected characteristics of the scientists and their attitude towards organizational climate (n = 150)

Sr. No.	Independent variables	Correlation-Coefficient ('r' value)
Personal-economic variables		
1.	Age	0.206*
2.	Education	0.061
3.	Native place	-0.091
4.	Experience	0.217**
5.	Annual income	0.124
Job related variables		
6.	Job involvement	0.325**
7.	Job performance	0.299**
8.	Job satisfaction	0.470**
9.	Job stress	-0.166*
Psychological variables		
10.	Achievement motivation	0.385**
11.	Attitude towards job	0.579**

* and ** indicate significance of values at P=0.05 and 0.01, respectively

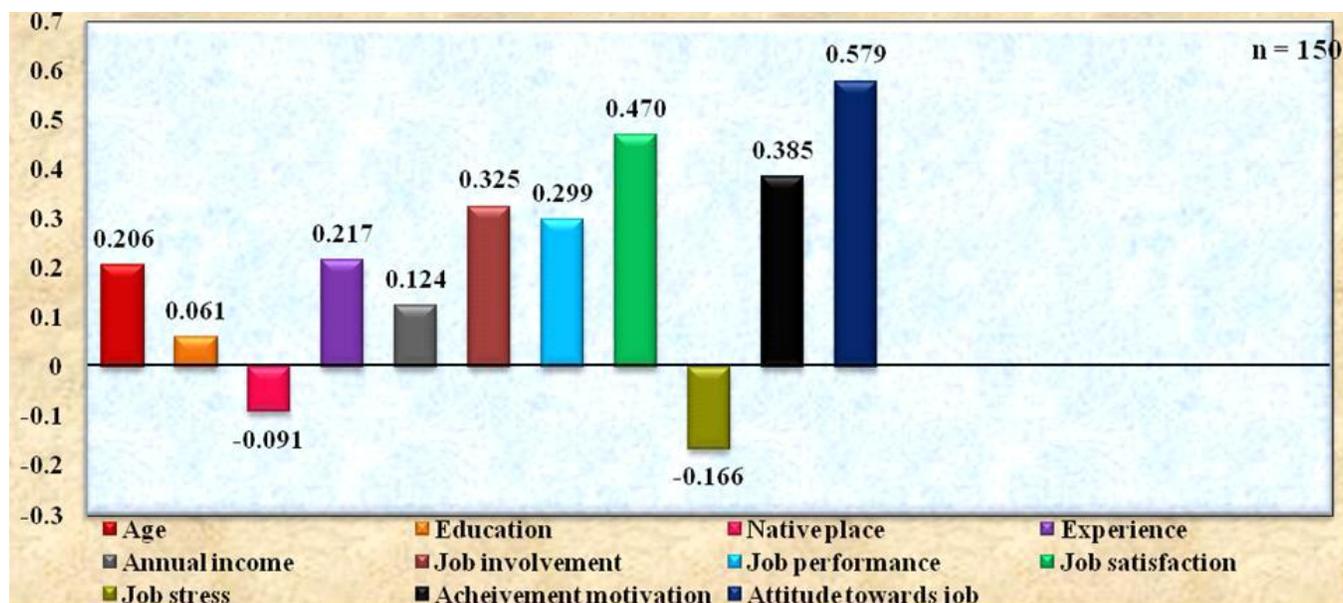


Fig. 1 : Relationship between selected characteristics of the scientists and their attitude towards organizational climate

job, greater was the feeling about their organizational climate. Higher level of different aspects related to job satisfaction such as salary, work opportunity, promotion opportunity, facilities to work etc. would have induced scientists to increase their attitude towards organization and its climate or environment.

Job stress and attitude towards organizational climate:

It can be said that job stress of the scientists had negative but significant relationship with their attitude towards organizational climate. It indicated that if the scientist derived higher level of stress in their job, lesser was the sentiment about their organizational climate. Higher level of different aspects related to job stress such as heavy workload, disturbance in social life, not able in time management, dispute with their colleagues and superiors, low infrastructure facilities to work etc. would have induced scientists to subdue their attitude towards organizational climate.

Psychological variables and attitude towards organizational climate :

Achievement motivation and attitude towards organizational climate :

It can be said that achievement motivation level of the scientists had positive and highly significant relationship with their attitude towards organizational climate. In other words, if the scientist shows higher level

of achievement motivation within the organization, greater was the feeling about their organizational climate. The probable reason behind this might be due to that for the lower cadre scientists there is a great hope for further promotions, increments and advancement their career would have induced scientists to increase their favourable attitude towards organization and its climate or environment.

Attitude towards job and attitude towards organizational climate :

It can be said that scientists' attitude towards job had positive and highly significant relationship with their attitude towards organizational climate. It implies that those who had more favourable or positive attitude towards their job felt more about organizational climate and its welfare. Their higher level of positivism towards job would have helped them to reduce their negative feelings in the interest of university. Similar work related to the present investigation was also conducted by Kiran (2007) and Lad *et al.* (2013).

Conclusion:

The findings of the study clearly imply that slightly more than four-fifth (82.67 %) of the overall scientists engaged in teaching, research and extension education activity in the university had positive to highly positive attitude towards their organizational climate. Further it

can be concluded that the independent variables that had positive and significant relationship were age, experience, job involvement, job performance, job satisfaction, achievement motivation and their attitude towards job, while job stress perceived by the scientists exhibited negative and significant relationship. Whereas, variables namely education, native place and annual income of the scientists failed to exhibit any significant relationship with their attitude towards organizational climate.

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