

# Organizational Climate as a Predictor of Readiness to Change among Academics

P. Bruntha, Shabana.S, B. Indirapriyadharshini, N. Giri

**Abstract:** *This study aims to find out the academicians the attitude on the readiness to change and its determinants and their perception towards organizational climate. Research design adopted in this study is empirical. The study is based on primary data for which data were collected from 202 academicians from selected colleges in Coimbatore district Data collected has been analyzed using statistical tools like Percentage analysis, Chi-square test, Correlation and regression. Research results indicate that academicians in colleges readily accept the changes when there is good organizational climate provided to them. When there is healthy organizational climate, academicians accept the changes without any hesitation.*

**Key Words:** *Organizational climate, Change, Predictors & Academics.*

## I. INTRODUCTION

Organizational climate is a set of possessions of the work environment perceived by individuals who work there and which serve as a major dynamism in influencing their job performance. A positive organizational climate exists when the students and teacher's feel comfortable, wanted, valued, accepted, and secured. In order to achieve the positive organizational climate, the management implements the suitable managerial skills and practices which are not only valid to business organizations, but also amenable to effective management of organizational climate in colleges. This is because with a well organized organizational climate the teaching and learning would be active. Also, in such environment, the academicians must be satisfied with the changes that come in the institution. Change management in Educational institution is the process of helping individuals and organization transition from the current state to the desired state. All change initiatives must be planned in discussion with academicians. Planned change must have a specific purpose in order for the institution to remain in a feasible state. Such change should be a continuous and adaptive process in order to influence academicians so that they get new ideas and their perceptions become consistent with the organizational strategic direction.

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## I. REVIEW OF THE LITERATURE

**Huseyin Gul (2008)**, in their study Organizational Climate and Academic Staff's Perception on Climate Factors aimed to find out how managers and academicians working in the organization supposed their organization and how they responded to the differences arising from climatic changes in the organization. The findings showed that there was a major difference in five dimensions between academicians who were in the post of management. Moreover, the findings showed that gender and academic title were not important in the perception of organizational climate.

**Syed Ahmad Raza (2010)** studied Impact of Organizational Climate on Performance of College Teachers in Punjab. The study aimed to define the impact of organizational climate on performance of college teachers. The findings of the study concluded that the majority of public college principals opined that open climate was very highly and positively correlated to teacher performance, where paternal and closed climates were negatively correlated to teacher performance.

**Ayesha Tabassumb (2012)** studied QWL of employees in the private universities of Bangladesh. The study designed a 5-point Likert-scale structured questionnaire and collected the data from the 72 fulltime faculty members among 11 private universities. The researcher analyzed the dimensions of quality of work life and its relationship with job satisfaction. The findings of the study were that there is positive relationship between the dimensions of QWL and job satisfaction.

**Olive Awino Omitto (2013)** studied Employee Perception of Change Management Practices at Kenya Commercial Bank Nairobi Country. This study seeks to bond the existing research gap by conducting a study to establish the employee perceptions of change management. The findings of the study found that leadership, communication, organization culture, change agents and the employees' readiness to accept change are all great factors of change management there.

## II. STATEMENT OF THE PROBLEM

Academicians are very important factors of the institutions organizational climate and can contribute massively to its improvement. The academicians can as well enhance the organizational climate through commitment to the duties and responsibility and the creation of conducive classroom environment for teaching and learning. In this fast-changing environment, change management skills are dominant if you wish to succeed.

# Organizational Climate as a Predictor of Readiness to Change among Academics

Living with change and managing change is an important skill for all. So the major objective of the study is to analyze the organizational climate and academics readiness to change.

### III. OBJECTIVE OF THE STUDY

The objectives of the study were:

- 1) To study the level of perception towards organizational climate.
- 2) To find out the attitude on the readiness to change and its determinants.
- 3) To make suitable suggestions.

### IV. RESEARCH METHODOLOGY

The study is based on primary data for which data were collected from 202 academicians from selected colleges in Coimbatore district. The questionnaire consists of questions relating to the personal profile of the academics and their work environment. Convenient sampling is used. The sample size used for the study is 202 respondents. The primary data collected were reformulated and consolidated into master table. Simple percentage, chi-square test, Correlation, Regression and Stepwise tests are applied to process the data and draw interferences. The results have been tested at one and five percentage level.

### V. ANALYSIS AND INTERPRETATION

An attempt has been to identify the work of the socio-economic profile of the respondents has been evaluated by using simple percentage analysis and the results are summarized in the following paragraphs.

#### A. Socio – Economic Profile

From table 1 74.3% respondents are female, 41.6 % of the respondents belongs to the age group of 30-40 years, 76.7% of the respondents are married, 51.5 % of the respondents are PhD holders, 57.4% of the respondents belong to nuclear family, 82.7% of the respondents are member in their family, 67.8 % of the respondents have 3-4 members in their family, 68.3% of the respondents have 2 earning members in their family, 39.6 % of the respondents gross monthly income is above Rs.51000, 52.5% of the respondents gross family income is above Rs.51000, 62.9% of the respondents working experience is above 5 years, 82.7% of the respondents are assistant professors, 41.1 % of the respondents working department is Arts, and 64.4 % of the respondents entry towards job is by choice.

#### B. Chi – Square Analysis

The chi-square test is an important test among the several statistical techniques employed for analyzing the significance among variables. Here the independent variables namely Gender ,Age ,Marital status, Educational Qualifications, Area of residence, Type of family, Status in your family, No. of members in family, No. of earning members in family, Gross monthly income, Gross family income, Designation, Working experience, Position in department, Working experience in current institution, Working department and Entry Towards job has been tested for their significations with the dependent variable Readiness to change. Out of 17 variables selected

only one variable is found to be significant with respondent's level of readiness to change. Of the 17 variables only designation is significantly associated with the respondent's level of readiness to change at 1 % level.

### C. VARIABLES CORRELATED TO READINESS TO CHANGE -CORRELATION ANALYSIS

In this section an attempt has been made to find the variables correlated to readiness to change. For that correlation analysis is applied.

Dependent Variable : V24

Independent Variables:

V1,V2,V3,V4,V5,V6,V7,V8,V9,V10,V11,V12,V13,V14,V15,V16, V17,V18,V19,V20,V21,V22,V23

V1=Gender , V2=Age, V3=Marital status, V4=No. of earning members, V5=Gross family Income, V6=Working Experience, V7=Your Position in the department, V8=Working experience in current Institution, V9=Working department, V10= Respondent in charge of any Co-curricular activities, V11=Entrance of job, V12 = Role clarity , V13 =Respect, V14=Communication, V15=Reward system, V16=Skill development, V17=Planning and decision making, V18= innovation, V19=Team work and support, V20=Quality of service, V21=Conflict management, V22=Commitment and morale, V23=Training and learning and Belongingness , V24= Readiness to change .

Correlation analysis shows that there exists a positive relationship between Working department, Role clarity, Respect, Communication, Reward system, Skill development, Planning and decision making, innovation, Team work and support, Quality of service, Conflict management, Commitment and morale, Training and learning and Belongingness with Readiness to change.

### D. Determinants of Readiness to Change - Regression Analysis

In order to find out the factors which influences the readiness s t to change, the 13 variables from organizational climate has been regressed on the perception on readiness to change index. The following regression equation has been framed to ascertain the impact of variables on the perception on readiness to change.

$$RTC=a+b_1WD+b_2RC+b_3R+b_4C+b_5RS+b_6SD+b_7PDM+b_8I+b_9TWS+b_{10}QOS+b_{11}CM+b_{12}CFM+b_{13}TLB+E$$

WD=Working department, RC= Role clarity, R= Respect, C= Communication, RS=Reward system, SD=Skill development, PDM=Planning and decision making, I= innovation, TS =Team work and support, QOS =Quality of service, CM = Conflict management, CAM = Commitment and morale, TLB = Training and learning and Belongingness , RTC= Readiness to change .

Out of 13 variables the following variables have no impact upon readiness to change Respect, Communication ,Reward system, Skill development, Planning and decision making, innovation, Team work and support, Quality of service, Conflict management, Commitment and morale in organizational climate. The variables which are found to be influencing the readiness to change are working department, role clarity, training, learning and belongingness. Hence the Academics are ready to accept any changes in the organization when there is proper Role clarity, Training, Learning, and belongingness and also according to the working department.

**E. Factors Prominently Associated With Readiness to Change - Step wise regression**

In the first step the variable Training, learning & belongingness has been introduced. The variable contributes 12% to the variation in readiness to change. Role Clarity is introduced as second variable in step two. This variable along with Training, learning & belongingness contributes 16.9% to the variation in the readiness to change. Working Department is introduced as third variable in step three. This along with Role clarity and Training, Learning and belongingness accounts for 20% of variations in readiness to change.

**VII. Suggestions**

- E- learning to be improved
- Self-imposed discipline and responsibility should be maintained.
- Innovative teaching practices are needed

**VIII. Conclusion**

Organizational climate and readiness to change among academics depends up on their working department, their role clarity , their training , learning and belongingness. Hence due to consideration of these factors it would end up in healthy organizational climate and positive readiness to change among academics. As per the study the academics in colleges readily accept the changes when there is good organizational climate provided to them. When there is healthy organizational climate , academics accept the changes without any hesitation.

**APPENDIX**

**Table 1: Socio – Economic Profile**

Particulars	No. of Respondents	Percentage	Particulars
Gender	Male	52	25.7
	Female	150	74.3
Age	Below 30 years	57	28.2
	30-40 years	84	41.6
	Above 40 Years	61	30.2
Marital status	Married	155	76.7
	Unmarried	47	23.3
Educational Qualifications	PG	23	11.4
	M.Phil.,	75	37.1
	Ph.D	104	51.5
Area of residence	Rural	79	39.1
	Semi-Urban	71	35.1
	Urban	52	25.7
Type of family	Nuclear Family	116	57.4
	Joint Family	86	42.6
Status in your family	Head	35	17.3
	Member	167	82.7

No. of members in family	Upto 2	11	5.4
	3-4	137	67.8
	Above 4 members	54	26.7
No. of earning members in family	2	138	68.3
	3	43	21.3
	4	13	6.4
	1	8	4.0
Gross monthly income	Upto Rs.10000	22	10.9
	Rs.10001-Rs.20000	58	28.7
	Rs.20001-Rs.50000	42	20.8
	Above Rs. 51000	80	39.6
Gross family income	Upto Rs.30000	43	21.3
	Rs.30001-Rs.20000	53	26.2
	Above Rs. 51000	106	52.5
Designation	Associate Professor	24	11.9
	Assistant Professor	178	88.1
Working experience	1-3 years	38	18.8
	3-5 years	37	18.3
	Above 5 years	127	62.9
Position in department	HOD	20	9.9
	Associate Professor	15	7.4
	Assistant Professor	167	82.7
Working experience in current institution	Less than 1 year	35	17.3
	1-3 years	50	24.8
	Above 3 years	117	57.9
Working department	Language	36	17.8
	Arts	83	41.1
	Science	74	36.6
	Others	9	4.5
Entry Towards job	Choice	130	64.4
	Chance	72	35.6

**Table 2: Selected variables and level of readiness to change**

Variables	Chi – Square Value	D.F	Table value @ 5% level	Table value @ 1% level
Gender	1.696	2	5.99	9.21
Age	9.126	4	9.488	13.277
Marital status	1.456	2	5.99	9.21
Educational Qualifications	7.947	4	9.488	13.277
Area of residence	5.512	4	9.488	13.277
Type of family	4.163	2	5.99	9.21
Status in your family	0.660	2	5.99	9.21
No. of members in family	3.599	4	9.488	13.277
No. of earning members in family	5.076	6	12.592	16.812
Gross monthly income	9.538	6	12.592	16.812
Gross family income	6.875	4	9.488	13.277
Designation	8.655*	2	5.99	9.21
Working experience	6.211	4	9.488	13.277
Position in department	5.427	4	9.488	13.277
Working experience in current institution	2.435	4	9.488	13.277
Working department	8.599	6	12.592	16.812
Entry Towards job	2.798	2	5.99	9.21



# Organizational Climate as a Predictor of Readiness to Change among Academics

**Table 3 Correlation Analysis**

Variables	Correlation value
V1=Gender	0.002
V2=Age	-0.098
V3=Marital status	-0.014
V4=No. of earning members	-0.088
V5=Gross family Income	0.029
V6=Working Experience	-0.027
V7=Your Position in the department	-0.021
V8=Working experience in current Institution	-0.044
V9=Working department	-.197**
V10= Respondent incharge of any Co-curricular activities	-0.083
V11=Entrance of job	0.088
V12 = Role clarity	.314**
V13 =Respect	.143**
V14=Communication	.395**
V15=Reward system	.367**
V16=Skill development	.373**
V17=Planning and decision making	.301**
V18= innovation	.271**
V19=Team work and support	.344**
V20=Quality of service	.344**
V21=Conflict management	.314**
V22=Commitment and morale	.286**
V23=Training and learning and Belongingness	.346**
V24= Readiness to change	1

**Table 4 Regression Analysis**

Variables	Regression Co efficient	S.E	T
WD	-1.248**	.640	.053
RC	.131**	.064	.043
R	-.060	.050	.229
C	.127	.070	.071
RS	.099	.061	.104
SD	.027	.062	.658
PDM	-.068	.065	.296
I	-.047	.054	.378
TS	.047	.065	.467
QOS	.030	.053	.570
CM	.035	.039	.372
CAM	-.035	.048	.469
TLB	.132*	.053	.014

\*Significance at 1% level

\*\*Significance at 5% level

Constant : 42.48, Standard Error: 6.046  
Adjusted R<sup>2</sup> : 23.1, R<sup>2</sup> : 28.

**Table 5: Factors Prominently Associated With Readiness to Change - Step wise regression**

Step	Constant	Training, learning & belongingness	Role Clarity	Working Department	R <sup>2</sup>
1	57.82	.209	-	-	12
2	43.18	.168	.204	-	16.9
3	47.71	.162	.203	-1.718	20

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**Dr.P.Bruntha** is an Associate professor & Head in the PG and Research department of Commerce, NGM College, Pollachi. She has put in 30 years of teaching in the field of Commerce and Management. She has to her credit 40 research papers published in National and International Journals and seven publications in Edited Volumes. Presented more than 50 papers in National and International Seminars and Conferences. She has produced 75 M.Phil., scholars. Her specialization is HR and Banking.



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**Mr. N. Giri** as an Assistant Professor in Department of Commerce, NGM College, Pollachi. He has put 5 years of experience. He has obtained M.Phil from Bharathiar University in the area of Marketing and pursuing Ph.D in Bharathiar University, Coimbatore. Ha has attended 10 conferences national and international level. He has published 10 articles in journals and conference proceedings.