Organizational Climate and Its Influence on Work Engagement at Sam Higginbottom University of Agriculture, Technology and Sciences (SHUATS), Allahabad, India.

PRISCILLA BEMPAH BOTWE

PRISCILLA BEMPAH BOTWE holds a PhD in Human Resource Management from Sam Higginbottom University of Agriculture, Technology and Science (SHUATS), Allahabad, India. Currently, she is a Lecturer and Head of Human Resource Management Department at All Nations University College (ANUC)-Koforidua, Ghana. Her research areas of interest include; Human Resource Management such as Stress Management, Employees and work Engagement, Training and Development.

KENNETH AMOAH-BINFOH

KENNETH AMOAH-BINFOH holds a PhD in Hospital Management and minor in Finance from Sam Higginbottom University of Agriculture, Technology and Science (SHUATS), Allahabad, India. He is a lecturer in the Department of Banking and Finance, All Nations University College (ANUC)-Koforidua, Ghana. He has a particular research area in Healthcare Quality, Management and Finance

ENID MASIH

ENID MASIH holds a PhD from Sam Higginbottom University of Agriculture, Technology and Science (SHUATS), Allahabad, India. She is currently, an Associate Professor at Sam Higginbottom University of Agriculture, Technology and Science (SHUATS), SHUATS.

ABSTRACT

Healthy organizational climate has a greater influence on employees work engagement behavior. Organizational climate indicates the perception that employees have about their work environment; its practices and procedures which differentiate it from other organization. Thus, needless to say every organizational climate has its uniqueness. It therefore becomes an instrument that could drive employees to exert a discretionary effort beyond their work roles into achieving a maximum performance and productivity. An organizational climate where members perceived that their values are in alignment with organizational values always find the work environment to be pleasant, enjoying and engaging. The objectives of the study were to identify the perceived elements of organizational climate in the organization and to examine the relationship between organizational climate and work engagement. The primary data was collected from the respondents with the help of structured opened and closed-ended questionnaires. The study employed census sampling technique and the entire respondents were 50, Allahabad, India was the study area. Percentage and regression analysis were the data techniques and statistical tools SPSS was used for the study. The results found that, a climate that is gripped with fear, silence, control and task oriented is not a healthy environment that could stimulate work engagement of employees, and there was a strong impact of organizational climate on work engagement. Finally, employees got attracted to climate settings that was healthy. It was recommended that, management should show concern for employees' wellbeing, work life balance, encourage creativity, and greater involvement. Equal treatment of employees that creates a positive perception in the minds of employees which leads to commitment, morale, enthusiasm, dedication and satisfaction for their work. These have a great impact on work engagement and performance.

Keywords: Work, engagement, Organizational, climate and behavior

Introduction

As every individual possess certain unique qualities that differentiate them from others so do every organization have. Organizational climate is therefore like the personality of a person. Each organization has an organizational climate that differentiate it from other organizations. It is considered to be an environmental determinant to individual attitude, emotions and behavior. Some social scientists Lewin et al., (1939) developed the concept of organizational climate in the late 1930s. In the year (2003), Watkins & Hubbard also explained the concept of organizational climate by stressing that High-performing organizations have climates with particular measurable characteristics. Also, Xaba (1996) defined organizational climate as consciously perceived environmental factors that is subject to organizational control. Bunker and Wijnberg (1985), viewed organizational climate differently from the other authors. They see it as a generalized perception of the organization that the person forms as a result of numerous experiences in the workplace. Organizational climate could be perceived to be bad or good. However, this state can have either positive or negative effects on employees behaviour towards work.

Objectives of the study

1. To analyze the perceived elements of organizational climate in the organization at Sam Higginbottom University of Agriculture, Technology and Sciences (SHUATS), Allahabad, India.
2. To examine the relationship between element of organizational climate and work engagement at Sam Higginbottom University of Agriculture, Technology and Sciences (SHUATS), Allahabad, India.

Hypothesis

H0: There is no relationship between organizational climate and work engagement
H1: There is a relationship between organizational climate and work engagement

Literature review

The concept of organizational climate

According to researcher James et al, (2008), they said every organizational climate shows what the individuals requires to achieve from their workplace. It is mostly evident through the perceptions of employees. Organizational climate is defined by Patterson et al (2005) as the shared perceptions employees have regarding the events, practices, and procedures of their organization. Forehand and Gilmer (1964), also explained organizational climate to be set of characteristics that describe an organization and that distinguish the organization from other organizations, are relatively enduring over time and which influence the behavior of people over time. It is a set of unique characteristics and features perceived by the members of an

organizations which serves as a major force in influencing their behavior. Thus, it can be understood in a broadly term as the social setting of the organization.

Organizational climate is assumed to be a major force in influencing employee behavior toward work engagement. Parker et al., (2003), claimed that a shared perception of employees which exhibit emotionally relevant cognition is linked to their reaction towards the organization. This influences their affective organizational commitment. Organizational climate is therefore claimed by Yang & Pandey, (2009) to have an effect on organizational and individual performance of all work-related dispositional variables.

Organizational climate can therefore be said to be the expression of organizational members' views about their workplace practices and system that have a great impact on their work behavior, satisfaction and performance.

Distinguish features of Organizational climate.

- ❖ **General Perception:** Organizational climate is a general expression of what the organization is. It is the summary perception which people have about the organization. It conveys the impressions people have of the organizational internal environment within which they work.
- ❖ **Abstract and Intangible Concept:** Organizational climate is a qualitative concept. It is very difficult to explain the components of organizational climate in quantitative or measurable units.
- ❖ **Unique and District Identity:** Organizational climate gives a distinct identity to the organization. It explains how one organization is different from other organizations.
- ❖ Enduring Quality: Organizational climate built up over a period of time. It represents a relatively enduring quality of the internal environment that is experienced by the organizational members.
- ❖ **Multi-Dimensional Concept:** Organizational climate is a multi- dimensional concept. The various dimensions of the organizational climate are individual autonomy, authority structure, leadership style, pattern of communication, degree of conflicts and cooperation.

Element of organizational climate

Leadership climate: Aydin (1993), claimed that the level of employee satisfaction and performance are highly influenced by the leadership style. He added that a change in the leadership style has an impact on the working climate. Litwin and Stringer (1968) in their studies, found that leadership style produced a characteristic climate which, in turn, aroused a particular motive. This shows how we can create and alter climate in a group, and how climate can then arouse a motive appropriate for its demands.

Creativity and innovation climate: A climate of creativity and innovation gives room for change, and the use of new technology that help to use their initiative and creativity towards the objectives of the organization. Participation uses the creativity of all persons.

Integration climate: Chuck Robert claimed Integration climate to be the extent to which the subdivisions of the organization work together. Organizations that are highly integrated have more opportunities for the members to work together, share information, learn from each other, solve problems and identify potential problems that other members miss.

Safety climate: According to Dr. Phil Smith, an organizational psychologist stated that psychology of safety became essential as organizations such as OSHA determined that 90% of all accidents are caused by unsafe acts, while only 10% are caused by unsafe working conditions. He further added that the vast majority of workers today are employed in non-manufacturing jobs, where workplace safety concerns focus more around issues such as ergonomics, workload and mental and emotional processes. Health, safety and environmental issues are growing in importance, especially in industries such as technology, petroleum and aviation, where disregard for these issues can be catastrophic.

Conflict management climate: Conflict is inevitable in every organization however this can be managed in order to create a climate of harmony. There can always be inter-group as well as intra group conflicts. The organizational climate will depend upon how effectively these conflicts are managed. If they are managed effectively, there will be an atmosphere of cooperation in the organization. If they are not managed properly there will be an atmosphere of distrust and non-cooperation.

Reward system climate: Steers (1977) supported the climate dimension research done by Campbell and Beaty. They asserted that the climate of rewards and punishments are an important component of organizational climate. He further said if the reward system is directly related to performance and productivity, there will be an atmosphere of competition among the employees. Everybody will like to work hard and earn more reward in the form of promotions and pay rise. If there is biasedness in the distribution of rewards, the meritorious employees will be discouraged.

Relationship climate: According to Ryder and Southey (1990), their study on dimensions of organizational climate showed that role in facilitating interpersonal relationships, being aware of employee needs and providing job feedback, openness of expression and allows for upward interaction builds and develop the interpersonal relation among members in the organization.

Participation climate: Participation climate is when members perceived the organization to be a well motivating place. The climate motivates people to contribute to the situation. Members are given the opportunities to involve themselves to decisions that concerns and affect them. Participation uses the creativity of all person. In participations views, opinions, ideas of all

members are welcome and management value their opinions and could approves what has been decided by others.

Work engagement

Work engagement is conceptualized by Schaufeli and Bakker, (2004), as the positive antipode of workplace burnout. Khan in 1990, conceptualized the idea of engagement at the workplace after a study of the work done by Gofman in 1959. **Gofman (1959),** used embracement to refer to a manner where an individual invest one self and energy into one's role at the workplace. later Khan (1990) explained work engagement as when individual expresses their personal self physically, cognitively and emotionally in the performance of their work. His article on psychological conditions of personal engagement and disengagement at the work field also identified the conditions of work which articulates engagement and disengagement in the organization. He found out that personal and contextual factors regarding to safety, meaningfulness of the job had an impact on engagement

Bakker et al. (2008, p. 209) defined job engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption". Vigor refers to having feelings of resilience and energy while invested in challenging work. Dedication is a high level of involvement in the job, which can be characterized by feelings of pride, enthusiasm, significance and inspiration. Finally, absorption refers to being completely present in the task which often results in losing track of Schneider, Gunnarson and Nilee Jolly (1994) asserted that organizational citizenship behavior is essential in creating a climate that allows for organizational success. Bekker (1960), described commitment to be a tendency to engage in consistent lines of activities such as intention to stay in the organization. An environment that foster employees work engagement behaviour is therefore said to have a conducive climate.

The relationship between the elements of organizational climate and work engagement.

Bakker et al., (2011), asserted that organizations that creates an environment that enhances the level of employees cognitive and emotional attachment to their work is key to the optimal functioning and health of the employees and the organization itself.

Yen, Li and Niehoff (2008), in their study quantitative study showed that an integrative climate was a significant predictor of project success. Yen et al. (2008) explained further that the reason for this predicted relationship was because in such a climate employee have a greater desire to contribute.

Bakker, Albrecht and Leiter (2011), asserted that work engagement levels amongst employees are improved when there is a climate of trust, respect and mutual benefit. They further added that such kind of perception make employees to have confidence in organizational fairness, equity, growth and opportunity.

 Rose (2002 and 2004), said that Organizational climate have been proven to influence employee's behavior such as participation, absenteeism level of stress and work commitment.

Yang & Pandey, (2009) also posited that organizational climate has effect on organizational and individual performance of all work-related dispositional variables

Allen & Meyer also showed in their study in 1990 that the level of employees' involvement and individual attachment in an organization has a positive relationship with organizational citizenship behavior and job performance. However, researcher Cooper-Hakim & Viswesvaran (2005), claimed that it is negatively related to absenteeism. Organizational climate can affect the human behavior towards work in the organization through an impact on their performance, satisfaction and attitudes.

According to Brockerner (2006), he asserted that management need to be fair and this can foster the impression of fairness among the employees and this could even motivate them to work hard and achieve effective performance. A good organizational climate of fairness stimulates work engagement and performance

The study done by Chaudhary et al (2013), also revealed that a climate strength for one climate dimensions displayed significant moderation effects on climate quality-work engagement relationship

Members that are encouraged to contribute and accept responsibility becomes absorbed in the work they do. Since people are mentally and emotionally involved in decision making, they become both decision makers and always execute whatever plans, policies been decided. Under participative conditions people perceive managers as supportive contributors to the team. This make them available and willing to exert discretionary effort in their work. Here Employees are ready to work actively with managers, rather reactively against them which shows their commitment and the level of work engagement in the organization.

An effective organizational climate is where management and employees are able to effectively deal with sources of conflict, being it role conflict, intergroup and intragroup conflict. If they are managed effectively, there will be an atmosphere of cooperation in the organization this will therefore affect their morale, work effort, commitment and engagement behavior at work. However, if they are not managed properly there will be an atmosphere of distrust and non-cooperation hence disengagement and low performance.

Methodology

This shows how the study was conducted using the very corrective methods. To ensure that all aspects of this descriptive research are analyzed critically before drawing relevant conclusions, both quantitative and qualitative approaches (Mixed Research Methods) were employed. The entire respondents were 50 employees in SHUATS, Allahabad, India. The sampling technique used for the study was census sampling. This method was adopted because of its conveniences, close at hand, easy access approach and heterogeneity of the respondents. Percentage and regression analysis were the advanced data analytical techniques used for the study and the statistical tool used was SPSS. The primary data was collected from the respondents with the help of structured opened and closed-ended questionnaires and published, electronic and syndicated related source of data were consulted.

Data analysis

Items	Label	Total N=50	Percentage (100%)
1. Age	a. 20-27	6	12.0
	b. 27-33	15	30.0
	c. 33-40	19	38.0
	d. 40-47	7	14.0
	e. 47 and above	3	6.0
2. Gender	a. male	29	58.0
	b. Female	21	42.0
3. The climate element the organization is griped with	a. Fear	17	34.0
	b. Silence	9	18.0
	c. Openness	3	6.0
	d. Bitterness	21	42.0
5. Management provision of resource to work with	a. Yes	32	64.0
	b. No	18	36.0
6. Superiors focus their attention most on	a. Task focus	30	60.0
	b. Relations	16	32.0
	c. Both A & B	4	8.0
7. Fair treatment of female staffs than male staffs	a. strongly agree	13	26.0
	b. Agree	18	36.0
	c. Neutral	4	8.0
	d. Disagree	10	20.0
	e. Strongly disagree	5	10.0
8. Working in this organization is stressful	a. Strongly agree	25	50.0
	b. Agree	10	20.0
	c. Neutral	2	4.0
	d. Disagree	5	10.0
	e. Strongly disagree	8	16.0

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.978[a]	.957	.950	1.41993	.957	133.586	7	42	.000

a. Predictors: (Constant), team spirit, employee participation, employee appreciation, concern for employees' safety, needs and wellbeing, creativity and innovation, transparency of communication, A fair wage and incentives.

The output also shows that R-Value (.978) indicates a very strong positive relationship between organizational climate and work engagement. It showed an Adjusted R squared value of .957 which indicates that about 95% of the variance in organizational climate is accounted for by work engagement. The F and associated p-value reflects the strength of the overall relationship of the variables. Therefore, the null hypothesis which states that there is no relationship between organizational climate and work engagement needs to be rejected for the alternative hypothesis be accepted thus there is a positive relationship between the two variables. An increase in the strength of other has a significant impact on the other.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1885.340	7	269.334	133.586	.000[a]
	Residual	84.680	42	2.016		
	Total	1970.020	49			
a. Predictors: (Constant) team spirit, employee participation, employee appreciation, concern for employees safety, needs and wellbeing, creativity and innovation, transparency of communication, A fair wage and incentives						
b. Dependent Variable: Work Engagement						

The Anova table (Test statistics and p- value) also revealed that the F= 133.586, P-value < .000. since p-value < 0.000 ≤ 0.05, At 0.05 level there is enough evidence to conclude that at least one of the predictors is useful to predict work engagement; the model is therefore useful.

Coefficientsᵃ								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.047	1.510		.031	.975	-3.001	3.095
	fair wage and incentives	-.043	.707	-.005	-.061	.951	-1.471	1.384
	employee appreciation	1.773	.762	.166	2.325	.025	.234	3.311
	creativity and innovation	4.437	.621	.517	7.145	.000	3.184	5.690
	employee participation and valued opinion	-.025	.648	-.002	-.038	.970	-1.333	1.284
	concern for employees' safety, needs and wellbeing	-.884	.456	-.129	-1.940	.059	-1.803	.036
	transparency of communication	2.806	.447	.531	6.275	.000	1.904	3.708
	team spirit	-.889	.948	-.066	-.937	.354	-2.802	1.025
a. Dependent Variable: Work Engagement								

Findings and recommendations

Firstly, from the above table, it was found that majority of the respondents representing (42%), perceived the organization to be griped with bitterness, the respondents representing (34%) also said the organization is griped with fear, (18%) of the respondents also said silence is what the organization is griped with whilst the respondents representing (6%) said the organization is griped with openness.

Secondly, it could be inferred from the table that the majority of the respondents representing (64%) said management provide them with the resources to work with whilst the respondents representing (36%) said the management do not provide them with the enough resource for their work.

Thirdly, the table above revealed that, the respondents representing (60%) said superiors focus their attention most on the task, whilst the respondents representing (32%) said superiors has their focus on building relations, however the respondents representing (8%) said superiors' attention is on both task and relations. Also, the above table also shows that majority of the respondents representing (62%) perceived that conflict emanates mostly from management and employees, whilst the respondents representing (38%) perceived that conflict emanates between employers and employees in the organization

Again, about the majority of the respondents representing (62%) agreed to the fact that they perceived the organization to fairly treat female staffs better than male staffs, however minority of the respondents representing (8%) remained neutral to the fair treatment of female staffs more than male staffs whilst the respondents representing (30%) disagreed to the fact that there is fair treatment of female employees more than male employees. Additionally, it can be also said that the respondents representing (50%) strongly agreed and (20%) agreed that they perceived working in the organization to be stressful, whilst the respondents representing (4%) remained neutral, the respondents representing (10%) disagreed and (16%) strongly disagreed that working in the organization is stressful.

Conclusion

It can be concluded that, the employees in the organization perceived that bitterness followed by fear were the current climatic conditions in their organization. It can also be said that, adequate resources were provided in the organization, superiors also focus much on the task rather than building relations. The employees also perceived that working in the organization was stressful this can lead to burnout and can be detrimental to their health hence disengagement. There was gender imbalance in the organization therefore, this needs to be corrected to ensure equitable treatment, harmonious and peaceful environment which could affect engagement of employees. It can also be concluded that, management should be aware of, and understand their employees in order to avert conflict. Work engagement has a very strong relationship between organizational climate. When employees are appreciated, their sense of belonging, morale and

commitment to work is activated. Workers are motivated and are engaged in their work when the climate of an organization is influenced by creativity and innovation. However, fair wage, incentive distribution and loyalty of employees have a positive relationship. When wage increases the loyalty of the employees also increases. Transparency of communication in organization facilitates effective role clarity, trust which leads work engagement. There was strong relationship between transparency of communication and work engagement. Employees safety, need and wellbeing are very important aspect of work engagement. According to this study, the safety needs, and wellbeing of employees need to be improved to ensure work engagement. For productivity and group productivity, team spirit is required for effective work engagement. The researchers recommend that due to the negative perception that employees had with regards to their organizational climate state, management should create an environment that ensures openness and free from suspicions. It was also recommended that, management should show concern for employees' wellbeing, work life balance, addresses employees need to reduce the conflict between management and employees. Management should therefore, improve the organizational climate which could create positive thinking among the employees and influences their level of commitment, morale, enthusiasm, dedication and satisfaction for their work.

Managerial Implication

Healthy organizational climate facilitates, work engagement which leads to competitive advantage, goodwill of the organization, productivity, growth, employees' retention and finally attracts potential employees to the organization. Management who have concern for, its employees must invest enough time, to know their employee's perception about the organization and devise measures that could help change negative thoughts of employees because employees are the best asset of the organization.

References

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. The Journal of Occupational Psychology. p.63.

Aydin, M. (1993). Contemporary education audit. Ankara: Pegem Press Becker, H.S. Notes on the concept of commitment, American journal of sociology. Vol. 66(1)

Chaudhary R., Rangnekar S., Barua M. K. (2013). Organizational climate, Climate Strength and Work Eengagement. Elsvier Ltd.

Cooper-Hakim, A., & Viswesvaran, C. (2005). The Construct of Work Commitment: Testing an Integrative Framework. Psychological Bulletin. Vol.131, p.241–259.

Goffman, E. (1959). The presentation of self in everyday life. New York: Doubleday Anchor.

James, L. A., Choi, C. C., Ko, C. E., McNeil, P. K., Minton, M. K., Wright, M. A., & Kim, K. (2008). Organizational and psychological climate: A review of the theory and research. European Journal of Work and Organizational Psychology. Vol.17, p.5–32

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal.Vol 33, p.692-724

Maslach, C., Jackson, S.E., & Leiter, M.P. (1996). Maslach Burnout Inventory. Palo Alto: Consulting Psychologist Press.

Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., & Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: A meta-analytic review. Journal of Organizational Behavior. Vol.24, p.389–416

Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R. Maitlis, S., Robinson, D. L., & Wallace, A. M. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. Journal of Organizational Behavior. Vol. 26(4), p.379–408.

G.Litwin and R.Stringer, (1968) Motivation and Organizational Climate, Boston: Harvard University Press.

Ryder, P.A. & Southey, G.N. (1990), An Exploratory Study of the Jones and James Organizational Climate scales, Asia Pacific Human Resources Management, August, p.45-52.

Schneider, B. Gunnarson, S.K. & Niles Jolly K. (1994), Creating the Climate and Culture of Success, Organizational Dynamics, Summer.p.17-29

Schaufeli, W.B., & Bakker, A.B. (2003). UWES, Utrecht Work Engagement Scale: Test manual. Unpublished manuscript, Department of Psychology, Utrecht University.

Schaufeli, W.B. & Bakker, A.B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. Journal of Organizational Behaviour. Vol. 25, p. 293-315

Yang, K., & Pandey, S. (2009). How do perceived political environment and administrative reform affect employee commitment? Journal of Public Administration Research and Theory. Vol. 19, p.335–360.