CHAPTER 1
INTRODUCTION

1.0 Preamble

The basic building blocks of an organization are human beings. They have unlimited potential than any other resources in an organization. For the effective utilization of potential in them, a climate which satisfies and nurtures the capabilities of people should be created. Organizational climate is the perception of individuals about the organization they belong and it exists over a period of time. (Luthans F., 1998) defines organizational climate as “an overall feeling that is conveyed by the physical layout, the way participants interact, and the way members of the organization conduct themselves with customers or other outsiders.” This climate surrounds and affects everything that happens in an organization. We cannot see or touch it, but it is there like the air in a room (Davis, 1985). It can be equated to portrayal of weather and the mode in which the climate of a geographical region results by the blend of different environmental forces. It functions like invisible hands which guide the employees of an organization for better performance. It influences everybody and gets influenced by everybody’s thinking and action (M.N.Mishra, 2001).

The organizational climate consists of certain factors which influence the behaviour of employees. At the same line, the individuals working in an organization have certain needs also. An organizational climate is the product of interaction between these two. An organization becomes energetic and growth oriented only if its individuals are vibrant and practical. Organizations should be constantly alert about
the changing environment and empower their employees to meet the challenges by giving opportunities of self improvement and development. High productivity depends on the level of motivation and effectiveness of work force. The employees expect warmth and support from their organizations. If people feel that they are valued and respected, a feeling of attachment and a sense of commitment to the organization arises which results in an inclination to contribute positively to the achievement of organizational goals. The presence of a favourable organizational climate enhances their commitment level which leads to increased productivity in the organization. Creating a healthy organizational climate requires improvement of the factors of organizational climate. When something is wrong with the existing climate, a change in climate can be effected by making proper modifications to the climatic factors. The climate factors identified in this study are working environment, leadership style, communication, cooperation, decision making, motivation, job satisfaction, commitment and professional development. The variations in these climatic factors can have positive and negative impact on the attitude of people working in the institutions. Hence creating a favourable climate by the proper management of these factors can enhance the commitment level of the employees and lead the organization to success.

1.1 Organizational Climate

1.1.1 Definitions

(Forehand G.A;Gilmer B., 1964) defines organizational climate as “the set of characteristics that (a) describe the organisation and distinguish it from other organisations, (b) are relatively enduring over time and (c) influence the behaviour of people in the organisation”.
(Campbell & John 1970) define Organisational climate as “a set of attributes specific to a particular organisation that may be induced from the way that organization deals with its members and its environment. For the individual members within the organisation, climate takes the form of a set of attitudes and expectancies which describe the organization in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome – outcome contingencies.”

(Pritchard & Karasick, 1973) defines organizational climate as “a relatively enduring quality of organization’s internal environment, distinguishing it from other organizations, which (a) results from the behaviour and policies of members of the organization, especially in top management, (b) is perceived by members of the organization, (c) serves as a basis for interpreting the situation and (d) acts as a source of pressure for directing activity”.

1.1.2 Concept of Organizational Climate

“Organizational climate is the feeling that is conveyed in a group by the physical layout and the way in which members of the organization interact with each other, with customers, or with other outsiders” (Schein, 1992). “Climate may be thought of as the perception of the characteristics of an organization.” (Kelley, 1980). Organizational climate is the perception of the individuals about their organizations. Concept of organizational climate was formalized in the late 1940s. Now it is used in a broad sense as the overall social setting of the organization. It serves as the guidelines for dealing with people. A sound organizational climate is a long term proposition and considered as an organizational asset. Many factors represent this climate and the perception of individuals regarding the functioning of these factors is important.
Former researchers have included the data relating to individual observation of organizational characteristics to identify Organizational climate. (Likert, 1967) proposed six dimensions of organizational climate namely leadership, motivation, communication, decisions, goals and control. Another study of climate dimensions was described by (Schneider & Barlett, 1968) and they included six items in shaping organizational climate. These are managerial support, managerial structure, concern for new employees, inter-agency conflict, agent dependence, and general satisfaction. (Taguiri, 1970) has identified five factors of climate. These are (i) practices relating to providing a sense of direction, or purpose to their jobs, setting of objectives, planning and feedback; (ii) opportunities for executing individual initiative; (iii) working with a supervisor who is highly competitive and competent; (iv) working with cooperative and pleasant people; and (v) being with a profit- minded sales oriented company. (Litwin & Stringer, 1970) have incorporated six factors which influence Organizational climate. These are organisational structure, individual responsibility, feelings of autonomy, rewards, risk and risk taking, warmth and support, tolerance and conflict. A further systematic study was done by (James & P.Jones, 1974) and they categorised organizational climate in to five components. These are (i) Organizational context: degree to which employees agree with Management philosophy (ii) Organizational structure: frame work of authority - responsibility relationships in an organization. (iii) Leadership process: type of leadership prevailing in the organization. (iv) Physical environment: working conditions and physical space characteristics. (v) Organizational values and norms: values and social ideals and beliefs that organization members come to share. The results of these studies showed that it is very difficult to generalise the basic contents of organizational climate. However some broad generalisations can be drawn and it
can be concluded that four basic factors are somewhat common to the findings of most studies. These are organizational structure, individual autonomy, reward orientation, and consideration, warmth and support (Prasad, 2003).

1.1.3 Need for a Sound Organizational climate

Organizational climate plays a major role in the life an employee since a considerable part of his waking hours is spend in the organization he works. It has significant influence on shaping his personality, determining his performance and heightening his commitment to the organization and society. It creates a culture of work commitment in organizations so as to ensure higher productivity and greater job satisfaction of the employees. The employee expects certain needs to be fulfilled by the organization like adequate pay, safe working environment, job security, promotion prospects, and scope for improving their technical and academic skills etc. Hence it becomes vital on the part of management to fulfil their needs to create a better climate in the organization. A favourable climate induces the morale of employees which is an important part of organizational climate. Morale is an indicator of attitudes of employees towards their jobs (B.P. Singh & T.N. Chhabra, 1996). Employees with high morale like their jobs and work with commitment to the organization which leads to high productivity.

1.2 The University Libraries in Kerala: A profile

In Kerala, there are 12 State Universities, 2 deemed Universities and one Central University. Of these, only seven well established State University Libraries have been chosen for the study. A brief profile of these Universities is given below.
1.2.1 Kerala University Library (KUL)

The Kerala University Library was started in 1942. It is the oldest and the biggest University Library in Kerala. The Central Library is located at Palayam, Thiruvananthapuram and it has 43 Departmental libraries, 3 Study Centres, a Campus library and an Engineering college library. The library professionals are deployed to these libraries and are transferable among these libraries. The library book collection includes gift books, Kerala Studies Collection and 2300 U.N and World Bank collections. It has a digitized collection of 4009 theses. The digitization of rare books and journals will start soon. The library has a journal collection 500 journals, and about 2500 e journals. It has total users of 28066 which include 14410 department and affiliated college students, 10300 graduate members. The library is fully automated using the software Libsis. The Classification scheme is Colon Classification and the cataloguing is using Classified Catalogue Code. The Library functions from 8 am to 8pm.

1.2.2 C.H Mohammed Koya Library (CHMKL)

The University of Calicut was established in 1968. It is located at Thenhippalam, Malappuram District. The Calicut University library started functioning in 1971 and named as C.H Mohammed Koya Library, in honour of former Education Minister of Kerala. The University has 29 teaching departments and each department has its own departmental library. In addition, there is a study centre library at Calicut and a library for University Institute of Engineering & Technology. The Central Library functions from 8 am to 8 pm. The library subscribes to 218 journals. Besides, the library has an electronic collection of 300 CD ROMs and 205 Microfilms on diverse topics. The Library is an approved Research Centre for Library
and Information Science and Sociology. An ICT Centre for Visually Challenged has been set up in the library in 2010 with the financial and technical assistance of Kerala State IT Mission and provides access to electronic resources with the help of screen reading software and all other support to the visually challenged students. Dewey Decimal Classification Scheme is followed for classification of books and AACRII is followed for cataloguing.

1.2.3 Cochin University of Science & Technology Library (CUSATL)

CUSAT is a University for Science, Technology, Industry and Commerce and was started in 1971, situated in three major Campuses. These are, the main Campus at Thrikkakkara, South Kalamassery; Marine Science Campus at Ernakulam; and College of Engineering Campus, Alappuzha. The University Library was established in 1977 and is situated in the main campus. The Library is fully automated using the software KOHA. The users all over the world can access the catalogue through Web OPAC and search for books, journals and theses. The university library gives access to online journals through the campus wide IP enabled network under the UGC digital consortia and INDEST consortia. The library subscribes to online databases also. An institutional repository “Dyuthi” is also housed in the library through which the public can access research publications and theses of university.

1.2.4 Mahatma Gandhi University Library (MGUL)

The Mahatma Gandhi University was established on 2nd October 1983. Mahatma Gandhi University Library was started in 1989. The library system consists of one Central library, 15 Regular Departmental libraries, an Engineering college library and four Study Centres. The library is fully automated using the free software KOHA. The library subscribes to databases such as EBSCO-Academic Search
Complete, PROQUEST Dissertations & Theses abstracts, J-Gate plus, LISA, Indiastat.com, Indian journals.com, and back files of e-journals from renowned publishers and access to 6700+ e-books from Oxfod Scholarship Online, and Malayalam e-books from M/s. DC Books. It has a digitized collection of 2262 theses awarded by this University. The MGU open access digital library of PhD Theses gives access to full text of all the theses awarded by the University. The library has an Electronic, Theses and Dissertations Lab for digitizing PhD theses awarded by the University. The library has also an Electronic lab for visually challenged users started in 2015 with reading library, talking library and Braille book library facilities. The library has extended e-resources facility through hi-tech resource sharing mechanisms to its remote users in 2015. A website exclusively for the library has been developed in 2016 for the easy access of its catalogue, resources and current events to users all over the world. The library has created a unique database “Kerala Studies” in which different types of information sources are available such as books, parts of books, Ph.D theses, journal articles, reports, working papers, government orders and all other documents related to Kerala but having some academic value.

1.2.5 Sree Sankaracharya University of Sanskrit Central Library (SSUSCL)

SSUSCL, named after the illustrious sage and philosopher Sree Sankaracharya was established in 1993, at Kalady on the banks of the river Poorna, for the promotion of Sanskrit and Vedic Studies. The university conducts a variety of courses in Arts, Music, Indian culture, Sanskrit and other languages. It has also the function of publication and conservation of manuscripts and books published in Sanskrit and other languages. The University has nine Regional Centres situated from South to North of Kerala State. The library functions from 7.30 AM to 7 PM. Library has a rare
collection of historically important manuscripts and palm leaves in different languages. The software KOHA is used for library automation. Library has 8 Regional campus libraries and three study centres also.

1.2.6 Kerala Agricultural University Library & Information System (KAULIS)

Kerala Agriculture University was established in 1972. It is entrusted with production of trained personnel, research and extension activities in Agriculture Sector. It is located at Mannuthy, Thrissur. The Kerala Agricultural University Library & Information System (KAULIS) started functioning in 1995. The Central Library works from 10 AM to 6 PM. About 900 library members are using the library facilities. Dewey Decimal Classification scheme is followed in the library. The library is fully automated using the software KOHA. The library has ‘Cab e-books’ in its e-book collection and Krishiprabha (an online database of Agricultural Universities).

1.2.7 Kannur University Central Library (KUCL)

Kannur University was established in 1996 to provide higher education to Kannur, Kasargod and Wayanad Districts of Kerala. The Kannur University Central Library started functioning in 1998. The library has 230 journals and 250 theses. The library is partially automated using the software KOHA. It has campus libraries at Kasargod, Payyannoor, Manathawady, Nileshwaram, Mangattuparamba and Thalasserry. The Mangattuparamba Campus Library has seven teaching departments and each has separate libraries. This campus library has 15000 books in its collection. The Thalassery campus has 8 teaching departments and a total of 40,000 books in the department libraries. Kasargod campus has 2 departments and a collection of 2587 books in the libraries. In Neeleswaram and Payyannoor, the campus has five
departments each and a collection of around 18000 and 12000 books respectively. In Mananthawady campus, around 8000 books are available.

1.3 Organizational Climate of University Libraries

A University Library is the central facility to support the teaching and research needs of a University. The organizational climate has a pivotal role in the development of University libraries. A sound organizational climate in a library can positively influence the attitude of its employees and turn them to be more active and committed. A loyal and committed worker is likely to be a productive employee. A highly committed and productive team of library professionals can lead the library to prosperity. Betterment of climatic factors can resolve most of the problems arising in a Library. For this, a librarian should identify the appropriate factors of the climate which need modifications.

This study observes the organizational climate prevailing in the University Libraries of Kerala and highlights its impact on the commitment of library professionals

1.3.1 General details of University Libraries

Table 1.3.1 General details of University Libraries

<table>
<thead>
<tr>
<th>Name of University Library</th>
<th>KUL</th>
<th>CHMKL</th>
<th>CUSATL</th>
<th>MGUL</th>
<th>SSUSCL</th>
<th>Kaulis</th>
<th>KUCL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of Posts</td>
<td>118</td>
<td>72</td>
<td>50</td>
<td>67</td>
<td>18</td>
<td>17</td>
<td>27</td>
</tr>
<tr>
<td>Total number of Users</td>
<td>28066</td>
<td>6958</td>
<td>6206</td>
<td>6447</td>
<td>704</td>
<td>900</td>
<td>1835</td>
</tr>
<tr>
<td>Total number of books</td>
<td>3,36090</td>
<td>104480</td>
<td>84016</td>
<td>60233</td>
<td>82000</td>
<td>37079</td>
<td>42450</td>
</tr>
<tr>
<td>Total Area</td>
<td>75,000 sq feet</td>
<td>2056.79 sq metre</td>
<td>25500 sq feet</td>
<td>2000 sq metre</td>
<td>27,000 sq feet</td>
<td>40,000 sq feet</td>
<td>1,20,000 sq metre</td>
</tr>
</tbody>
</table>
### 1.3.2 Professional Staff Strength in University Libraries

#### Table 1.3.2 Professional Staff Strength in University Libraries

<table>
<thead>
<tr>
<th>Designation</th>
<th>KUL</th>
<th>CHMKL</th>
<th>CUSATL</th>
<th>MGUL</th>
<th>SSUSCL</th>
<th>KAULIS</th>
<th>KUCL</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Librarian</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Deputy Librarian</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Assistant Librarian/Information</td>
<td>38</td>
<td>18</td>
<td>19</td>
<td>12</td>
<td>Nil</td>
<td>7</td>
<td>3</td>
<td>97</td>
</tr>
<tr>
<td>Librarian/Information Scientist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Librarian/Reference Assistant</td>
<td>19</td>
<td>13</td>
<td>9</td>
<td>12</td>
<td>4</td>
<td>6</td>
<td>5</td>
<td>68</td>
</tr>
<tr>
<td>Reference Officer/Reference Asst.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Higher Grade</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Asst./Professional Asst.</td>
<td>32</td>
<td>21</td>
<td>13</td>
<td>21</td>
<td>7</td>
<td>3</td>
<td>12</td>
<td>109</td>
</tr>
<tr>
<td>Asst. Gr. I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Asst./Professional Asst.</td>
<td>25</td>
<td>18</td>
<td>7</td>
<td>18</td>
<td>5</td>
<td>-</td>
<td>5</td>
<td>78</td>
</tr>
<tr>
<td>Assistant Gr. II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>118</td>
<td>72</td>
<td>50</td>
<td>67</td>
<td>18</td>
<td>17</td>
<td>27</td>
<td>369</td>
</tr>
</tbody>
</table>

The comparative staff strength in the University Libraries in the table 1.3.2 reveals that there are several vacant positions in these University Libraries. It is noted that none of the surveyed University Libraries have University Librarians. The Deputy Librarians or Assistant Librarians in-charge are managing these libraries. Also the entry cadre of library professionals are lying vacant in majority of universities. The present status shows that KUL has the highest number of professional staff (118). The lowest number of professionals are in KAULIS (17). In KAULIS both the posts of University Librarian and Deputy Librarian have been vacant for several years. In SSUSCL, at present there are no Assistant Librarians. The Reference Assistants of other Universities are named as Reference officers there. In KUCL,
‘Library Assistant’ is the designation given to Library Attender. This shows the urgency of having uniform designations for Library professionals.

1.3.3 The Organizational Climate factors

The organizational climate of a University Library is represented by nine factors in this study which are interrelated also. The factors are depicted in figure 1.3.3 and described below.

**ORGANIZATIONAL CLIMATE OF UNIVERSITY LIBRARIES**

![Organizational Climate Diagram](image)


**Figure 1.3.3 Organizational climate of a University Library**

1.3.3.1 Working environment

The working environment is a major factor in determining the climate of a University Library. The location, size, and the space in the library have profound influence in the climate. Maintaining a calm, clean, quiet and healthy atmosphere will
induce the employees to work with happiness and passion. Noisy discussions adversely affect the climate by causing irritation and annoyance to other members of the library particularly users which creates a bad feeling and negative perception about the library.

1.3.3.2 Leadership

Leadership is an important factor of organizational climate. The success of any organisation depends on the quality of leadership. Leadership is defined as "the process of influencing group activities towards the accomplishment of goals in a given situation" (Paul & Blanchard, 1977). The objectives and goals of a University Library are fulfilled through the University Librarian by inculcating a sense of collectivism among employees to work as a team. It is his responsibility to make the environment conducive to work by creating freedom at the work place, creating an easy and informal atmosphere for others around him at work. He has multiple roles like an intermediary between employees and authorities, guide and counsellor among employees, a good communicator and decision maker, a lovable and trustworthy friend and at the same time a strict and powerful supervisor also.

1.3.3.3 Communication

Communication has a significant role in all walks of human life and also in organizational life. Communication is the oxygen of an organisation body and its inhalation and diffusion to various parts of the body make it cleansed and purified (M N Mishra, 2001). An open and free communication is indispensable for the proper understanding and transference of information in a University Library and to remove the inter personal conflicts. Communication may be upward (flows from lower to higher level), downward (from higher to lower level) and lateral (among members of
The duties and responsibilities of employees and their feed backs are informed to the management through communication. The achievements, performance and problems of employees are conveyed to authorities and evaluated and assessed through communication which is essential for the survival and growth of the library. Communication brings employees together and helps to express their discontent if any and reduces tension and makes them satisfied.

1.3.3.4 Cooperation

There should be proper cooperation between University authorities, librarian and staff. Mutual trust among staff is very essential for harmonious functioning of library. They must be cooperative and share professional knowledge and work together for the fulfilment of the organizational goals. Even one non co-operative staff member can cause a break down in the whole library atmosphere and it will affect the service also. The cooperative mentality of the staff lead to increased productivity. Similarly the staff and users must have mutual cooperation which is essential for the existence and growth of organization.

1.3.3.5 Decision making

Decision making is an important factor of organizational climate. Participative decision making or decentralization creates a sound organizational climate in a University Library. That is, the top management delegates its authorities to different cadres of employees. The decision making power is given to several people to execute their work efficiently. Hence each and every individual get opportunity to express their ideas and this will lead to job satisfaction. All staff can involve in decision making process and it makes them responsible to accomplish the
decisions to reality. Their performance level will increase which leads to the increased productivity.

1.3.3.6 Motivation

Motivation can be considered as a driving force and it directs employees to achieve goals in the right perspective. They become motivated and work hard when their needs are fulfilled. Their achievements should be recognized and respected. Encouragement must be given to attain technical and professional knowledge, and opportunities provided for participating in managerial decisions which reinforce the self-esteem. Unfulfilled dreams and unsatisfied needs lead to frustration, stress and aggressive behaviour of employees. Motivation directs employees to apply their real skills and capacities to the maximum and turn them to be more committed in their works which leads to the development of University Libraries.

1.3.3.7 Job satisfaction

Job satisfaction is an individual’s emotional reaction to the job itself. It is his attitude towards his job. The level of job satisfaction affects the organizational climate of libraries. Variety in work, autonomy and challenging tasks make the employees satisfied with their jobs. The working conditions, behaviours of authorities and colleagues, and human relations at working atmosphere affect employees’ job satisfaction. Job rotation and job transfer make the employees free from repetitive works. They feel satisfied if their views are heard and considered by their higher authority. Job satisfaction has a positive impact on productivity also. Job satisfaction has influence on the mental health of the people which affects the organizational climate. A happy and satisfied employee will be an asset for the organization.
1.3.3.8 Professional development

Provision of enough career development and personality development opportunities for employees will make sound organizational climate in libraries. Since technology is changing at a fast pace, the employees should learn new techniques to make use of advanced technology. Through professional development, the library staff will be informed about the current trends and developments in their profession and they will become skilful, knowledgeable and up to date. They should be recommended for higher studies and research, with study leave and all allowances. Conducting in-house workshops and seminars will be very helpful for them to update themselves and to remain academically and professionally competent. Opportunities for professional development will bring out the skills in employees which lead to the increase in the quantity and quality of output.

1.3.3.9 Commitment

“The more committed you are, the more will be your capacity and capability to do any work. Commitment is always about something more than what you think you can do. Commitment is about stretching your capabilities” (Ravishankar, Sri Sri 2013). Commitment is the attitude of a person, a sense of belonging and attachment towards the organization. Commitment is “an individual’s psychological bond to the organization including a sense of job involvement, loyalty and a belief in the value of the organization” (O’Reilly, 1989). According to Porter et al., “Organizational commitment is important for organizational effectiveness in that it enhances employees’ desire to remain in an organization, improves their performance and stimulates their utmost efforts to accomplish the organization’s goals” (Porter, Steers, & Boulian, 1974). Martin and Nicholls say about commitment as “giving all of yours
while at work”. If the organization recognizes the loyalty of an individual, and if he is valued and respected, he will become fully committed to the organization and work hard for the organization. He may feel a sense of excitement to the job and work beyond his duty time. It reduces the absenteeism, increase in the performance level and productivity of the organization. (Mayer.J & Allen.N, 1991) identified three components for commitment namely, affective, normative and continuance commitment.

i. Affective commitment: intention to remain in the organization accepting the organizational goals and values. They stay in the organization because they want to. They support what the organization stands for and are willing to help in its mission.

ii. Continuance commitment: they remain in the organization because of investment they have made for the organization. They stay with the organization because they have to. They are unwilling to lose the things that they have invested over the years.

iii. Normative commitment: remain with the organization due to a feeling of obligation and because of pressure from others. They are reluctant to disappoint their employers and their fellow employees by the feeling that what others would think of them.

(P.Martin. & Nicholls, 1987) have described commitment with three major pillars and each pillar with three factors.

i. A sense of belonging to the organization: by ensuring that the work force is informed, involved and sharing in success.

ii. A sense of excitement in job: by appealing to the higher level needs of pride, trust, accountability for results.
iii. Confidence in management: enhance through attention to authority, dedication, competence.

The extent of employees’ commitment has a foremost influence on level of work performance. A high level of commitment entails willingness to work for the organization’s gain but its continuation depends on a reciprocal commitment by the organization to the employees. When employees feel a positive perception towards the organization, they are likely to be more committed. In contrast, when a negative perception is formed, employees may reduce their trust and recognition about the organization, and a mind-set of dissatisfaction may emerge. Hence a sound climate is essential for making the employees more committed. The positive feedback and recognition increase the employee’s commitment and loyalty to the organization. An efficient manager of an organization will listen to his employees and consider their views into account and shows sympathy and love which make the staff more committed to the organization. Satisfied employees perform with commitment and they like to continue with the organization.

1.4 Impact of Organizational climate on commitment

The organizational climate has a major influence on the human performance and their commitment. The climate provides a work environment in which individuals feel satisfied or dissatisfied. Since the satisfaction determines efficiency and commitment, climate can be said to be directly related to his performance in the organization. The climate works as stimuli which stimulate people and they get motivated and become employees with high morale. The creation of a climate where happy family atmosphere prevails is appropriate for a man who is social in character and he will work hard with commitment. But a self fulfilling man seeks for
achievement and success. Thus each type of man requires a particular climate. In order to build a climate which suits a particular person, the manager must understand the people in the organization. Hence by creating suitable climate, the employees can be motivated, this will lead to the creation of a highly committed and productive employee.

Generally, the library professionals expect promotional prospects, job security, challenging works, autonomy in work, adoption of latest technologies, and recognition of loyalty, value and respect for the job and constructive feedback. Creating an organizational climate which satisfies these needs can increase the commitment level. A noise free and conducive working environment has high influence on the commitment of professionals. A good leadership can catch the attention of even a lethargic man and turn him to a committed one. Participative decision making uses the creativity of all persons there by all of them can contribute something in decision making. They should have enough job security to induce the feeling of commitment. Long standing relationship with the institution can increase the commitment level. Enrichment of jobs involves giving people more interesting works as well as responsibility over their work. Similarly work autonomy also increases commitment level. Opportunities for self-development and advancement in career influence the commitment. Maintenance of good relationships with superiors and co-workers through proper communication and cooperation highly influences the commitment level.
1.5 Conclusion

Considering the benefits of organizational climate, the organizations should develop a sound organizational climate in University Libraries by identifying the climate factor which needs to be changed. This study observes the perception of employees about the organizational climate in University Libraries and identifies the various factors of organizational climate which have influence on the commitment of employees. If employees’ perceptions and commitment have to be improved, the management must modify these factors so that the employees view climate as favourable to them.
REFERENCES


