

A STUDY TO ASSESS THE ORGANIZATIONAL CLIMATE AS PERCEIVED BY THE STAFF NURSES IN SRM GENERAL HOSPITAL AT KATTANKULATHUR

^{1*}A.Mercy Anchala & ²A.Judie

Lecturer, SRM College of Nursing, SRM University, Kattankulathur, Kancheepuram District-603 203

Dean, SRM College of Nursing, SRM University, Kattankulathur, Kancheepuram District – 603 203

*Corresponding Author Email: mercychanchala@gmail.com

ABSTRACT

Increasing interest has been focused on understanding the role working conditions play in terms of the serious issues facing hospitals today, including quality of patient care, nurse shortages, and financial challenges. One particular working condition that has been the subject of recent research is the impact of organizational climate on nurses' well-being. The present study aimed to assess the organizational climate as perceived by the staff nurses in SRM General Hospital Kattankulathur. Fifty respondents were participated in the study and the data of the study were collected using the structured questionnaire containing a set of 25 questions. The finding showed that 7(14%) nurses were poorly satisfied, 15(30%) nurses were moderately satisfied and 28(56%) nurses were highly satisfied with the organizational climate and there was a significant association between the organizational climate as perceived by the staff nurses and their year of experience. The study recommended that; organization managements should provide necessary facilities, conducive organizational climate and take actions that cater for the welfare of the workers to improve organizational climate.

KEY WORDS

Organizational Climate, perceived by the staff nurses

INTRODUCTION

Organizational climate is defined as properties of the environment in a workplace observed by staffs that strongly influence their actions and job performance.

The concept of organizational climate was developed in the late 1930s by the social scientist, Lewin et al (1939). The used social climate term to describe subjective feelings or atmosphere they encountered in their studies of organizations. Since 1980s the concept of climate has seemed to have lost its appeal to organizational researchers (Isaksen et al, 1995). In its place organizational culture, which came from the field of anthropology, was introduced. Ekvall (1996) noted that the organizational issues, which

include theories of organizational climate (Guion,1973;Ekavall,1996;Altman,2000)and the other on values, norms and belief system(Schneider et al,1996).According to Ekvall (1996),this demarcations runs between theorists who conceive 'climate' as a common perception arising from interaction among members of an organization, and those who perceive 'climate' as an objective property of an organization. The present research was delimited to using primarily the perception of employees about their working environment. Therefore organizational climate was considered as an independent variable in this study.

Aguirre's classification of the organizational environment has been the most widely

recognized classification of the organizational environment (1968). He classified the organizational environment into four dimensions, namely ecology, background, social system and culture, and speculated that organizational climate is the sum totals of the environmental characteristics of a group which results from the interaction of the four dimensions. When investigating organizational climate, we should select variables from the four dimensions: ecology refers to organizational material resources, including equipment, materials, instruments, construction and finance; background environment covers all the background characteristics of an organization's members, including socio economic status, education level, self-concept of members and so on; social system represents the interaction between formal and informal roles in organizations, including administrative organization, guidance programs, interaction between leaders and members, decision-making and participation models; culture relates to contained norms, belief systems, values, cognitive structures and so on (Tang & Chen, 2001). Thus, the concept of "organizational climate" that has been intensively and extensively developed in recent years is actually a micro-level of the concept of organizational climate.

Calahane, et al,(2008) stated that "Organizational climate is a relatively ending quality of the internal environment that is experienced by the members, influences their behavior and can described in terms of values of a particular set of characteristics of the organization" (Tagiuri, 1968). "Organizational climate is the set of characteristics that describe an organization and that distinguish one organization from other organizations; are relatively enduring over time and influence the behavior of the people in the

organization" (Forehand & Gilmer, 1964). Benjamin Schneider (1974) offers the following definition of the term: "An organization's climates are the concepts people share about the organization. As concepts, climate perceptions are meaningful abstractions of sets of cues, the cues being the many specific events, conditions, practices, and procedures that occur in the daily life of an organization. As concepts, climate perceptions help individuals reduce information overload and function as frameworks against which people identify behaviors that will adapt them to their situation".

Organizational Climate has been an important topic of research in West. It also gained importance in India, however only in the corporate sector. Organizational climate significantly influences the behavior of organizational members. There are many suggested definitions and frame- works to study Organizational climate.

This study is important and significant because as a tremendously growing institution that deals in education, health care, commitment of the staff is an important element in the growing organization. Furthermore, organizational climate will definitely give an insight on the commitment of staff towards the organization.

MATERIAL AND METHODS

This study aimed to assess the organizational climate as perceived by the staff nurses and to associate the organizational climate as perceived by the staff nurses with the selected demographic variables. A descriptive research design was utilized for this research. The study was conducted among the staff nurses who are working in SRM general hospital, Kattankulathur. The study subjects encompassed all convenient sample (n=50), staff nurse who were willing to participate in the study and available in the time

of data collection either having Diploma, or Degree. The study subjects were selected to meet the following criteria for inclusion to determine eligibility for this study: The study subjects must have occupied the position for at least one year, to be familiar with the hospital system and they have the responsibility of carrying out direct and indirect activities for inpatients units.

The tool used for this study consists of 2 sections. Section A:- deals with demographic variables. This section consists of demographic profile which includes age, gender, educational qualification, year of experience and ward. Section B:- structured questionnaire used to assess organizational climate felt by the staff nurses. It consists of 25 structured questionnaires to assess the organizational climate felt by the staff nurses in SRM general hospital. The scoring keys are designed as follows with regards to structured questionnaire. Not at all (0), A little (1), A good deal (2), Very much (3) and to interpret the level of satisfied the score was classified as poorly satisfied (< 25%), moderate satisfied (25 – 50%) and highly satisfied (> 50%).

All participants had informed about the aim of the study, the participation was voluntary and their responses would be handled anonymously. A cover letter included a statement of confidentiality as well as instructions for completing a questionnaire. After the official permission obtained from the hospital responsible authorities, the questionnaire was distributed to the staff nurse. The reliability of tool was assessed of the using test- retest method. The reliability of the tool is $r = 0.8$ and tool is considered as reliable.

All items of the questionnaire were shown to have acceptable levels of reliability. Confidentiality was maintained. A pilot study was carried out on 20% of the subjects ($n = 10$) to check and insure the clarity of the statements and

time required to complete the survey. After obtaining the subjects' consent, they filled the questionnaire while were working in their work settings. Distribution of questionnaire was conducted by researchers. Filling the questionnaire consumed about 15 – 25 minutes and data collection were completed during the period of one month (December 2014).

The data were analyzed using SPSS software using several statistical tests. The background information was analyzed by counting frequencies and percentages. The two most frequently used levels of significance were 0.05 and 0.01. After completing the data collection, data was coded, verified, and transferred into a special form to be suitable for computer feeding using SPSS (Statistical Package for Social Science) version 17.0 To utilize for data entry, statistical analysis and presentation of the results. Descriptive measures include means and standard deviations for quantitative variables. Analysis of collected data was done through the use of several statistical tests as: student t test that is used to test the association between two variables. For each test the P value of 0.05 levels was used as the cut off value for statistical significance.

RESULTS

Table (1) shows Demographic characteristics of studied sample (staff nurses) , in relation to studied nurses age , more than half of the studied nurses (50%) were between less than 25 years old and most of them (84%) were female. seventy two percent of the studied nurses were graduate and 28% of them had completed diploma in nursing, . It is found that more than fifty percent (36%) have an experience between 2 to 5 years in nursing profession , while (28%) of them have an experience of more than five years in working unit . Staff nurses are working in Intensive Care

Unit, and medical units (26%, 40%) respectively, followed by 20% in surgical unit, 14% in casualty.

Table 1: Distribution of demographic variables related to the organizational climate as perceived by the staff Nurses working in SRM General Hospital.

Demographic variables		Frequency (n)	Percentage (%)
Gender	Male	8	16.0
	Female	42	84.0
	Total	50	100.0
Age	Below 25 Years	25	50.0
	26 - 30 Years	23	46.0
	Above 30 Years	2	4.0
	Total	50	100.0
Education	DGNM	14	28.0
	B.SC Nursing	36	72.0
	Total	50	100.0
Experiences	< 1 Year	5	10.0
	1 - 2 Years	13	26.0
	2 - 5 Years	18	36.0
	> 5 Years	14	28.0
	Total	50	100.0
Ward	Icu	13	26.0
	Casualty	7	14.0
	Surgical	10	20.0
	Medical	20	40.0
	Total	50	100.0

(N= 50)

TABLE – 2: Assessment of organizational climate as perceived by staff Nurses working in SRM General Hospital. N=50

LEVEL OF SATISFACTION	Number	Percentage
Poorly satisfied	7	14%
Moderately satisfied	15	30%
Highly satisfied	28	56%
Total	50	100%

The above table shows that 7 (14%) Nurses are poorly satisfied, 15 (30%) Nurses are moderately satisfied and 28 (56%) Nurses are highly satisfied with the organizational climate.

Table- 3 Analysis of association between the organizational climate as perceived by staff Nurses in SRM General Hospital.

Demographic variable		Scoring Levels						Chi Square Value	Significance Level
		Poor Satisfied		Moderate Satisfied		High Satisfied			
		N	%	N	%	N	%		
Gender	Male	0	0	1	6.7	7	25	3.993	0.136
	Female	7	100	14	93.3	21	75	2 df	NS
Age	Below 25 Years	4	57.1	5	33.3	16	57.1		
	26 - 30 Years	3	42.9	10	66.7	10	35.7	4.814 4df	0.307 NS
	Above 30 Years	0	0	0	0	2	7.1		
Education	DGNM	2	28.6	7	46.7	5	17.9	4.023	0.134
	B.SC Nursing	5	71.4	8	53.3	23	82.1	2df	NS
Experiences	< 1 Year	0	0	0	0	5	17.9		
	1 - 2 Years	3	42.9	2	13.3	8	28.6	14.084	0.029
	2 - 5 Years	4	57.1	9	60	5	17.9	6 df	*
	> 5 Years	0	0	4	26.7	10	35.7		
Ward	ICCU	0	0	5	33.3	8	28.6		
	Casualty	2	28.6	0	0	5	17.9	9.315	0.157
	Surgical	3	42.9	4	26.7	3	10.7	6 df	NS
	Medical	2	28.6	6	40	12	42.9		

NS - Not Statistical Significance difference between Demographical Variables and Scoring Levels at 95% [**P > 0.05**]

*- There is a **Statistical Significance** difference between Demographical Variables and Experiences at 95% [**P < 0.05**]

The above table reveals that there is a significant association between the organizational climate perceived by the staff Nurses and their year of experience. There is no significant association among other demographic variables like gender, age, education and ward

DISCUSSION

Organizational climate is necessary to directly measure the employee's relationship with his or her work and how it is aligned with the organization's mission. Organizational culture is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job

design and the leadership style of one's supervisor); and non-organizational factors (availability of alternatives). All these things affect subsequent commitment.

Therefore, this study was conducted to assess the organizational climate as perceived by the staff nurses in SRM General Hospital. Fifty respondents participated in the study. The result provided the

most complete available information on the perceptions of the studied subjects about the organization work climate regarding their hospital. This study proved that most of the participants were highly satisfied with their working environment.

This finding goes in congruence with **Verghese Singh & Verma (2010)** studied the relation between customer orientation and organizational climate from a sample of 500 employees in public sector and private sector and arrived at a conclusion that organizational climate enhances with customer orientation is conducive for building a sound organizational climate.

In accordance with these findings, Payne & Morrison, (2002), Sagie, (2002)(37), Redfern, (2005), Samth apparaj, Srini & Ling (2005), Gellatly, (2005), and Denizer, (2008) stated that when the employee sees that his expectations are not met in the job environment, the job dissatisfaction emerges, which can lead to the decrease in workforce productivity, organization commitment and commitment to the job and increased the rates of the optional discontinuation of the job.

Findings also demonstrated statistical significant association between the perception of organizational climate and the year of experience.

Research to date suggests that work experiences play the biggest role in employee's decisions to remain within an organization. Work experience variables that have been found to be related with organizational commitment include; equity in rewards and job challenge, opportunity for advancement and participation in decision making. In the workplace, the supervisor provides a subordinate with support and monetary rewards while in exchange, the subordinate contributes personal devotion and expertise. This really require employers demonstrate their

commitment in terms of pleasant working conditions, access to training and development, provision of a safe working environment and a balance between work and employees' commitments outside the work place.

Hence, ensuring employees remain committed over time is essential, as ultimately, the longer the committed employees stayed in the organization the most likely will become leaders among their peers, driving overall satisfaction and commitment within the workforce. Moreover, results from the present study revealed that there was a statistical significant correlation among staff nurses between their demographic characteristics for "Working unit" and their perceptions regard to organizational work climate in relation to the extent of opportunities and information provided to them and the working situation.

The reasons for this result is that nurses are responsible for providing direct and indirect patient care which in turn affected by different dimensions of organization work climate as; lack of opportunities offered to them like, competition with coworkers, acquisition of new skills and knowledge, promotion for higher positions, also inadequate information related to rules and regulations of the unit, salaries and rewards which can influence their motivation and job satisfaction. In addition, when they are working in poor working situation, such as; high workload, inflexibility in applying instructions as the result they are working under stress and they have negative perception regard to organization work climate.

Consequently workers who are more satisfied with their jobs are more committed to their organizations. Therefore, if managers want to increase employees' commitment, they should strengthen a positive organizational climate in their organizations.

Conclusion

The overall level of organizational climate for SRM General Hospital is highly satisfied by the staff nurses.

The results of the study also revealed that demographic factor (job experience) of workers significantly associated with organizational climate. Older, married, more experienced and more educated workers had higher level perception of organizational climate than the younger, single, less experienced and less educated workers.

These findings provide valuable guidance for researchers and practitioners trying to identify the mechanisms by which they can improve organizational commitment.

Recommendations

The factors of organizational climate which those organizations should focus on is the open system factor including innovation and flexibility, outward focus, reflexivity. Human relations factor including autonomy, integration, involvement, supervisory support, training, welfare and. rational goal factor including clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce, quality. For the organizational climate, management should focus on:

- Building positive relationships between employees and between organizations with employees.
- Let employees to realize the benefits that employees receive from their hospital and the comparison to shows that no less than other hospital in the same field.
- Employees involved in the decision. Let employees are aware that their role and their importance to the Hospital.
- Above all, organization managements should provide necessary facilities, conductive

organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment.

REFERENCES

- Abrahamson, E. (2004) change without pain : how managers can overcome initiative overload , org chaos and employees burnout , boston:havard business school press.
- Ajjarppu N (2004) merges and acquistitions; managing the HR issues retrived from <http://icmr.icfai.org.1>
- Banal estanol ,A & seldeslachts , j (2004) merger failures . university of western Ontario
- Berenson M.LLevein D.M.,&Krebil T.C (2006) basic businss statistics concepts and application 10 th edition .
- Borland, J(2002) despite breakup AT&T continues to reshape telecom landscape retrived from <http://www.news.com>
- Brunner R (2005) deals from hell M&A lessons that rice above the ashes. Hoboken NJ Johnwiley.
- Cartwright, S.,& copper ,C.L.(2000) HR know how in merges and acquisitions London institute of personnel and development.
- Deal T., &Kennedy ,A (2000).corporate culture The right and rituals of corporate life cambrideMA:preseus publishing.
- Dixon ,I., & nelson, N (2005) SHRM case study culture management and merger
- Acquisition retrieved from [http; // www.shrm.org](http://www.shrm.org).
- Dooney, J. (2005) communicating HR business impact retrieved from [http; // www.shrm.org](http://www.shrm.org).
- Edwards R.L. (2001) the morale and satisfaction of midlevel administrators differentiating the constructs and their impact on intent to leave. Doctoral Dissertation University of hawaii At manoa.
- frank.R(2002) where have the masters of the big merges gone? The Wall Street Journal P.CL.
- gaughan p. (2007) mergers acquisitions adncorporate restructurings (4 edition) Hoboken NJ john wiley.

- Gaughan p. (2005) mergers what can go wrong and how to prevent in Hoboken NJ; john wiley.
- Kothari.C.R., (2001) "research methodology methods and techniques" 2 nd edition vishwaprakashan
- Kusstatscher, V, & copper C.L (2005) managing emotions in mergers and acquisitions Northampton MA Edward elgar.
- leedy P.D.,&Ormord, J.E (2005) practical research planning and design (8 edition)
- Upper saddle river NJ prentice hall.
- Prabu .S. Human resource management, ELGI equipment Ltd, hydrabad.
- Prasad L.M (2001), Human Resource Development, sultan chand and sons, newdelhi.
- tripathy ,P.C. (2001) , Human Resource Development , sultan chand and sons , newdelhi.



***Corresponding Author:**

A.Mercy Anchala ,
Lecturer,
SRM College of Nursing,
SRM University,
Kattankulathur,
Kancheepuram District-603 203