

## A study of organizational climate in professional college libraries and information centres in Mangalore city

George Rodrigues<sup>1</sup> and Purushothama Gowda<sup>2</sup>

<sup>1</sup>Librarian, St. Aloysius College, Mangalore-575003, Email:georgerodrigues54@gmail.com

<sup>2</sup>Librarian, National Institute of Technology, Surathkal, Mangalore-575025

Attempts to find the significant difference among the types of professional college libraries with regard to organizational climate and to identify the factors of organizational climate which are responsible for better organizational climate and employee satisfaction. Survey of 72 library professionals working in professional college libraries in Mangalore shows that job security, performance evaluation and guidance, appointments and promotions play a positive role in the level of satisfaction, while responsibility and decision making aspects play a negative role. Concludes that by providing better physical facilities, strengthening the reward system, maintaining better interpersonal relations, job security, and promotion facilities provide for increased level of satisfaction that leads to better organizational climate.

### Introduction

Organizational climate is an important aspect of organization and management. The increasing research in this field and the intensive deliberations on the subject contributed to its conceptualization and meaning which helped to develop a comprehensive outlook of organizational climate as an important concept in management. Organizational climate is a mixture of norms, values, expectations, policies and procedures that exist in an organization which influence the work motivation, commitment, performance and ultimately individual satisfaction in the work or about the whole organization itself.

Malhan<sup>1</sup> observed that educational institutions around the world are undergoing a change and competing like business enterprises. Educational revolution is taking place in India too and private educational institutions are coming up all over the country. Slow pace of development in a number of government institutions has encouraged the private sector's active involvement and substantial investment in education sector to provide quality education and to take advantage of growing business opportunities in the country. Further, globalization has opened up the field for foreign players as well.

The components of educational institutions including libraries and information centres are undergoing a rapid change owing to ICT and information explosion. Libraries have to keep pace with the

changing scenario and have to cut costs, eliminate redundant functions and be even more customer focused.

### Organizational climate

Organizational climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and individual and work unit or departmental performance. Luthans<sup>2</sup> considers organizational climate as a component of organizational culture and defines it 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". He further states that there is a controversy in the academic literature over the similarities and differences between organizational culture and organizational climate. However, organizational climate is seen and felt and one such example is the role played by the physical layout of an organization which affects the overall culture of an organization.

According to Schein<sup>3</sup>, "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". Forehand and Gilmer<sup>4</sup> described organizational climate as a "set of characteristics that describe an organization,

distinguish it from other organizations, are relatively enduring overtime, and influence the behaviour of people in it". Campbel et al<sup>5</sup> defined organizational climate as a "set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment".

Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organizations. As Davis<sup>6</sup> puts it, "We cannot see climate or touch it, but it is there. Like the air in a room, it surrounds and affects everything that happens in an organization. In turn, climate is affected by almost everything that occurs in an organization. It is a systems concept".

Shukla and Mishra<sup>7</sup> say that organizational climate refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievement of business outcomes. So a positive climate encourages, while negative climate inhibits discretionary effect. They conducted a study from the employees' point of view and found that creating a 'healthy' organizational climate requires attention to the factors which influence employees' perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized.

Siwatch<sup>8</sup> feels that organizational climate is one of the major components which determines the attitudes and behaviour of its members in an organization. He found that to obtain employee co-operation in achieving organizational objectives, the management of all organizations must satisfy various needs of the employees. Through its actions and decisions-making style of leadership, an organization influences the feelings, attitudes and behaviour of its members. Such actions of the management result in creating a unique organizational climate.

Kumar and Giri<sup>9</sup> examined the relationship among organizational climate, commitment and job satisfaction and found positive correlation among them. The study revealed that the organizational climate works as the mediating variable enhancing the relationship of organizational commitment with job satisfaction.

The study conducted by Garg and Rastogi<sup>10</sup> revealed that the teachers working in public schools exhibited higher levels of organizational citizenship behaviours and the public schools offer a more positive working climate in comparison to private schools. Gupta<sup>11</sup> examined the relationship of organizational commitment with climate for participation and found that problem-solving climate strengthens organizational commitment.

### **Impact of organizational climate**

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. Individuals in the organization have certain expectations and fulfillment of these expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feel satisfied or dissatisfied. Prasad<sup>12</sup> is of the view that, "since satisfaction of individual goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization". Arguing on the same line, Davis<sup>13</sup> writes, "A sound climate is a long-run proposition. Managers need to take an assets approach to climate, meaning that they take the long-run view of climate as an organizational asset. Unwise discipline and putting pressures on people may temporarily get better performance, but at the cost of the asset called climate. Such an organization eventually will suffer from depleted assets".

Mufeed and Gurkoo<sup>14</sup> state that based on research studies; it is the development of human resources that contributes for organizational success irrespective of their size, nature of ownership and control. In the changed environment of globalization educational institutions including libraries need to reassess their human resource development priorities that deal with recruitment, placement, assessment and appraisals, training and development, reward mechanism, motivation, empowerment and job rotation for developing enabling climate. In the study of organizational climate conducted in university libraries in Haryana, Siwatch<sup>15</sup> found that the identity of the library and the staff, standards and structures of the libraries are the important dimension of organizational climate which are most prevalent in the libraries whereas reward, responsibility, risk and

support dimension of climate are not popular among the employees of these libraries. After studying the organizational climate prevailing in professional colleges, Shukla and Mishra<sup>16</sup> suggest that all the financial and non financial ways should be used so that the employees feel motivated for further good work.

There is a general perception that since majority of professional colleges in the study area are owned and managed by the private trusts, a conducive organizational climate prevails in these institutions. However, since their managements follow different pay scales, promotion policies, working conditions and reward systems which are different from each other, a need is felt to study the organizational climate of these professional college libraries.

### Objectives of the study

- To find out whether there is significant difference among the types of professional college libraries with regard to organizational climate;
- To identify the factors of organizational climate that are responsible for better climate which lead to employee satisfaction; and
- To suggest improvements in organizational climate.

### Methodology

The study is mainly based on primary data obtained from the professional institutions of Mangalore city. The data is collected through survey by using a questionnaire. A four-point scale questionnaire based on Sarupria et al<sup>17</sup> was developed to measure organizational climate. The four types of responses used in the questionnaire in order are Strongly Disagree, Disagree, Agree and Strongly Agree and the scores assigned to these responses are 1, 2, 3, and 4 respectively.

The questionnaire was administered to all the professionals and semi-professionals of the professional (Medical and Technological) college libraries of Mangalore that include six engineering colleges, three medical colleges and nine other colleges like management, hotel management and paramedical colleges. The survey population was approximately 90 professionals. Questionnaires were administered to all these 90 professionals. Out of

Table 1—Colleges and number of respondents

Period of establishment	Colleges			Total
	Engineering	Medical	Others	
1996-2005	5	1	5	11(61.11)
1986-1995	0	1	2	3(16.66)
1976-1985	0	0	1	1(5.55)
1966-1975	0	0	1	1(5.55)
Before 1966	1	1	0	2(11.11)
Total colleges	6	3	9	18(100%)
No. of respondents	26 (36.11)	22(30.56)	24(33.33)	72(100)

*Figures in parenthesis give percentage*

these 72 questionnaires were returned duly filled with a response rate of 80 percent. Statistical Package for the Social Sciences (SPSS) was used for statistical analysis.

### Limitations of the study

The study is restricted to the major professional college libraries of the Mangalore city and adjoining area. Very small libraries and libraries which are very new and without adequate staff have not been considered for the study. Further, only those library professionals with atleast a Diploma in library science have been considered for the study.

### Analysis and discussion

#### Type of colleges and number of respondents

Table 1 shows that number of colleges and their year of establishment and also the number of respondents from each college. It can be seen that 61.11 percent colleges are less than 15 years old, 16.66 percent colleges are less than 25 years old, 5.55 percent each are less than 35 and 45 years and 11.11 percent are more than 45 years old. It can be also seen from the table that 26 respondents (36.11 percent) were from engineering college libraries, 22 respondents (30.56 percent) were from medical college libraries while 24 respondents (33.33 percent) were from other nine institutions.

#### Age of respondents

Table 2 shows that a total of 47.2 percent of respondents belong to the age group of 20-30 years, 23.6 percent belong to the age group of 30-40 years, 20.8 percent belong to the age group of 40-50 years, 5.6 percent belong to the age group of 50-60 years,

and only 2.8 percent belong to the age group of 60-70 years. Further institution-wise break-up is also given in the table.

It is observed from Table 2 that majority of the respondents are young and below 40 years of age. Chi-square analysis shows that there is no significant difference between colleges with respect to respondents' age. ( $\chi^2$  (exact)  $p=0.297$ )

#### Years of service & qualifications of respondents

It can be seen from Table 3 that 72.2 percent of the professionals are having less than 10 years of service, 20.8 percent are having 10-20 years of service and only 6.9 percent are having 20-30 years of service. From the total 26 professionals from engineering college libraries a high number of 21 (80.8%) are having less than 10 years of service, only 1 (3.8%) is having 10-20 years of service and 4 (15.4%) of the respondents are having 20-30 years of service.

Out of 22 respondents from medical college libraries, 13 (59.1%) are having less than 10 years of service, 9 (40.9%) are having 10-20 years of service and none is

having more than 20 years of service. Twenty four library professionals belong to other professional college libraries and from them 18 (75.0%) are having less than 10 years of service, 5 (20.8%) are having 10-20 years of service and only 1 (4.2%) is having more than 20 years of service. Chi-square analysis shows that there is significance difference between the colleges with respect to experience of the employees. So, lesser experienced employees are more in engineering colleges compared to medical and other colleges. ( $\chi^2$  exact test  $p=.008$ , HS)

Table 4 shows that 50 percent of the respondents are library science diploma holders, 9.7 percent are B. Lib. Sc. Degree holders and 40.3 percent are having Masters Degree in Library Sc. and above qualification. In engineering college libraries, out of a total of 26, 15 (57.7%) are diploma holders, and 11 (42.3%) are masters degree holders in library science. Out of 22 library professionals from medical college libraries 12 (54.5%) are diploma holders, 3 (13.6%) are having degree in library science and 7 (31.8%) are having masters degree. In other college libraries, out

Table 2—Age wise distribution of the respondents

Age in years	Colleges			Total
	Engineering	Medical	Other	
20-30	14(53.8)	10(45.5)	10(41.7)	34(47.2)
30-40	2(7.7)	6(27.3)	9(37.5)	17(23.6)
40-50	6(23.1)	5(22.7)	4(16.7)	15(20.8)
50-60	3(11.5)	0(.0)	1(4.2)	4(5.6)
60-70	1(3.8)	1(4.5)	0(.0)	2(2.8)
Total	26(100.0)	22(100.0)	24(100.0)	72(100.0)

$\chi^2$  exact test  $p=0.297$ ,NS

Table 3—Years of service of the respondents

Years of service	Colleges			Total
	Engineering	Medical	Other	
1-10	21(80.8)	13(59.1)	18(75.0)	52(72.2)
10-20	1(3.8)	9(40.9)	5(20.8)	15(20.8)
20-30	4(15.4)	0(.0)	1(4.2)	5(6.9)
Total	26(100.0)	22(100.0)	24(100.0)	72(100.0)

$\chi^2$  exact test  $p=0.008$ ,HS

Table 4—Qualifications of respondents

Qualification	Colleges			Total
	Engineering	Medical	Other	
Diploma	15(57.7)	12(54.5)	10(37.5)	36(50.9)
B.Lib	0(.0)	3(13.6)	4(16.7)	7(9.7)
M.Lib.Sc.& above	11(42.3)	7(31.8)	11(45.8)	29(40.3)
Total	26(100.0)	22(100.0)	24(100.0)	72(100.0)

$\chi^2$  exact test  $p=0.217$ ,NS

of 24, 9 (37.5%) are diploma holders, 4 (16.7%) are bachelor library science degree holders and 11 (45.8%) are having M.Lib.Sc. or above degree. Chi-square analysis shows that there is no significant difference between the types of college libraries with regard to the qualification of library professionals. ( $\chi^2$  exact test  $p=.217$ , NS)

#### Factors of organization climate

Table 5 covers the important factors of organization climate. It can be seen from the table that engineering college library professional like the authority of the higher ups which is 72.12 percent with a mean score of 2.88, medical colleges it is 61.36 percent with a mean score of 2.45 and other colleges it is 65.63 percent with a mean score of 2.63.  $p$  value is .006 which is highly significant which means that the authority level of these three types of colleges varies significantly.

The factors two to seven like communication and understanding, commitment and belongingness, co-operation and team spirit, consultations, employee development, innovation and openness, matches almost and there is not much difference between the types of colleges with regard to these factors of organization climate.

Regarding the factor of human relation in organization climate which is very important, it can be seen that there is a lot of variation between the three groups of colleges. For the engineering colleges, the percentage is 63.14 percent with a mean score of 2.53. In case of medical colleges, 61.74 percent with a mean score of 2.47 and other colleges it is 70.49 percent with a mean score of 2.82.  $p=.003$  which is highly significant. Again with regard to job security and leadership factors there is no much variation between the types of colleges. When we see the performance evaluation and guidance factor, scoring varies from 71.73 percent to 63.96 percent among colleges with a  $p$  value of .028 which is again highly significant.

The employee perception of factors like physical facilities, appointments and promotion, responsibilities and decision making, rewards and recognition, satisfaction, training facilities and trust does not vary much among the types of colleges.

However with regard to the factor- physical facilities, the average score is lowest which is 59.03 percent (percentage mean of 60.10+57.95+58.85) compared to other factors of organization climate.

#### Overall organization climate

It can be seen from Table 6 that overall percentage of the organizational climate in engineering college libraries is 70.78 percent, with medical colleges 66.98 percent and in other colleges it is 67.69 percent. The overall organization climate prevailing in all these college libraries is 68.59 percent. The  $p=.127$  which is not significant.

Table 6 shows the overall organizational climate prevailing in the library and information centres of the professional colleges, the average being 68.59 percent which per our rating is good. (51-75 percent = good). Of these, as per Table 7, the factor of physical facilities scored the lowest which is 59.03 percent which means that the physical facilities like seating arrangement, telephone service, tea service, lunch arrangement, assistance for children's schooling, housing, transport, medical facilities etc. are not adequate as per the responses provided. Then comes the factor of reward and recognition with a scoring of 63.72 percent which means that the loyalty, honesty and hard work of the employees are not adequately rewarded in the organizations. The third factor with a low rating is human relations with a score of 65.16 percent which include interpersonal relations among the library professionals and between them and the management.

#### Factor analysis

As there are 18 factors considered to assess the organizational climate, effort is made to extract few components using 18 factors. So factor analysis with principle component method was performed.

According to KMO and Bartlett's test the data is fit for factor analysis (0.807 and 0.05,  $p < 0.001$ ) Factor analysis by principal component method and varimax with Kaiser normalization method obtained four factors with percentage of variance 64.9 percent. The first principal factor which constitutes 24.7 percent variance is communication & understanding (0.588), commitment & belongingness (0.696), consultations (0.809), job security (0.632), physical facilities (0.606), appointments and promotion (0.597), reward & recognition (0.742), satisfaction (0.676), and trust (0.554).

Table 5—Employees perception on factors of organization climate

	Colleges	N	Mean	Std. Deviation	Percentage mean	ANOVA F(2.69) value	p value
1. Authority	Engineering	26	2.88	.476	72.12	5.494	.006 HS
	Medical	22	2.45	.510	61.36		
	Other	24	2.63	.369	65.63		
2. Communication & understanding	Engineering	26	2.73	.377	68.27	.147	.864 NS
	Medical	22	2.70	.340	67.42		
	Other	24	2.76	.515	69.10		
3. Commitment & belongingness	Engineering	26	2.915	.3541	72.88	.900	.411 NS
	Medical	22	2.755	.4137	68.86		
	Other	24	2.883	.5172	72.08		
4. Cooperation & team spirit	Engineering	26	3.06	.408	76.44	1.367	.262 NS
	Medical	22	2.86	.560	71.59		
	Other	24	2.88	.423	71.88		
5. Consultations	Engineering	26	2.75	.406	68.75	.520	.597 NS
	Medical	22	2.64	.492	65.91		
	Other	24	2.63	.537	65.63		
6. Employee development	Engineering	26	2.885	.4007	72.12	.159	.853 NS
	Medical	22	2.827	.3165	70.68		
	Other	24	2.867	.3371	71.67		
7. Innovation & Openness	Engineering	26	2.95	.442	73.80	2.853	.064 NS
	Medical	22	2.74	.389	68.47		
	Other	24	2.68	.445	66.93		
8. Human Relations	Engineering	26	2.53	.315	63.14	6.201	.003 HS
	Medical	22	2.47	.407	61.74		
	Other	24	2.82	.380	70.49		
9. Job security	Engineering	26	2.84	.299	70.96	.944	.394 NS
	Medical	22	2.71	.413	67.73		
	Other	24	2.71	.437	67.71		
10. Leadership	Engineering	26	2.8365	.31577	70.91	2.770	.070 NS
	Medical	22	2.6364	.35962	65.91		
	Other	24	2.6354	.36845	65.89		
11. Performance evaluation & guidance	Engineering	26	2.869	.4628	71.73	3.755	.028 sig
	Medical	22	2.673	.4431	66.82		
	Other	24	2.558	.2888	63.96		
12. Physical facilities	Engineering	26	2.404	.7214	60.10	.079	.924 NS
	Medical	22	2.318	.7162	57.95		
	Other	24	2.354	.8140	58.85		
13. Appointments & promotion	Engineering	26	2.8173	.39088	70.43	1.610	.207 NS
	Medical	22	2.7045	.48573	67.61		
	Other	24	2.5938	.44729	64.84		
14. Responsibilities & decision making	Engineering	26	2.856	.3548	71.39	1.426	.247 NS
	Medical	22	2.659	.5539	66.48		
	Other	24	2.708	.3510	67.71		
15. Rewards & Recognition	Engineering	26	2.73	.474	68.27	1.591	2.11 NS
	Medical	22	2.48	.587	61.93		
	Other	24	2.42	.868	60.42		
16. Satisfaction	Engineering	26	2.85	.332	71.15	1.138	.326 NS
	Medical	22	2.74	.559	68.47		
	Other	24	2.67	.366	66.67		
17. Training facilities	Engineering	26	2.992	.3123	74.81	2.359	.102 NS
	Medical	22	2.809	.3054	70.23		
	Other	24	2.892	.2569	72.29		
18. Trust	Engineering	26	2.74	.374	68.46	.566	.570 NS
	Medical	22	2.61	.443	65.23		
	Other	24	2.70	.464	67.50		

Table 6—Overall organization climate of different type of colleges\*

Colleges		N	Mean	Std. Deviation	Percentage mean	ANOVA F(2.69) value	p value
Over all	Engineering	26	2.8310	.23129	70.78	2.130	.127
Organizational Climate	Medical	22	2.6791	.28701	66.98		NS
	Other	24	2.7077	.30466	67.69		
	Total	72	2.7435	.27891	68.59		

\*Rating: < 25 percent is considered to be poor, 26 – 50 percent is moderate, 51-75 percent is good and 75-100 percent is very good.

Table 7—Overall organization climate

Factors of organizational climate	N	Mean	Std. Deviation	Percentage mean
Authority	72	2.67	.482	66.67
Communication & understanding	72	2.73	.414	68.29
Commitment & belongingness	72	2.856	.4315	71.39
Cooperation & team spirit	72	2.94	.467	73.44
Consultations	72	2.67	.476	66.84
Employee development	72	2.861	.3515	71.53
Innovation & openness	72	2.80	.439	69.88
Human relations	72	2.61	.393	65.16
Job security	72	2.76	.385	68.89
Leadership	72	2.7083	.35603	67.71
Performance evaluation & guidance	72	2.706	.4219	67.64
Physical facilities	72	2.361	.7422	59.03
Appointments & promotion	72	2.7083	.44405	67.71
Responsibilities & decision making	72	2.747	.4269	68.66
Rewards & recognition	72	2.55	.667	63.72
Satisfaction	72	2.75	.425	68.84
Training facilities	72	2.903	.2983	72.57
Trust	72	2.69	.424	67.15

The second factor which constitutes 20.7 percent variance is authority (0.708), innovation & openness (0.571), leadership (0.734), performance evaluation & guidance (0.424), responsibilities & decision making (0.606), and training facilities (0.614).

The third factor which constitutes 10.1 percent variance is employees development (0.541) and human relations (0.865).

The fourth factor which constitutes 9.3 percent variance is co-operation & team spirit (0.855).

#### **Regression analysis to assess the effect of various factors of climate on satisfaction**

Backward regression analysis was performed to assess the effect of various factors of organization climate on the level of satisfaction. Result of backward regression shows that factors such as job security, performance evaluation & guidance, appointments and promotion has significant (all the factors  $p < 0.25$ ) positive effect on the level of satisfaction, whereas responsibility factor has significant ( $p < 0.05$ ) negative effect on the satisfaction

Table 8—Factor analysis Rotated component matrix<sup>a</sup>

	Component			
	1	2	3	4
Authority		.708		
Communication & understanding	.588			
Commitment & belongingness	.696			
Cooperation & team spirit				.855
Consultations	.809			
Employees development			.541	
Innovation & openness		.571		
Human relations			.865	
Job security	.632			
Leadership		.734		
Performance evaluation and guidance		.424		
Physical facilities	.606			
Appointments & promotion	.597			
Responsibilities & decision making		.606		
Reward & recognition	.742			
Satisfaction	.676			
Training facilities		.614		
Trust	.554			

Extraction method: Principal Component Analysis.

<sup>a</sup>Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 8 iterations.

Table 9—Effects of factors of organization climate on satisfaction Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.461	.394		3.711	.000
Cooperation & team spirit	-.157	.088	-.173	-1.797	.077
Human relations	-.185	.099	-.172	-1.871	.066
Job security	.333	.124	.302	2.687	.009
Performance evaluation & guidance					
Appointments & promotion	.303	.118	.301	2.573	.012
Responsibilities & decision making	.436	.110	.455	3.949	.000
	-.247	.113	-.248	-2.193	.032

<sup>a</sup>Dependent Variable: Satisfaction

level. All these factors are significantly responsible for satisfaction by 53.6 percent, as  $R^2=0.536$ .

### Findings and observations of the study

Majority of the professional colleges (61.11 percent) under study are comparatively new, i.e., less than 15 years of their existence. There is no significant difference between college libraries with respect to the employee's age. There is significant difference

between the colleges with respect to the experience of the employees. In engineering colleges it is highest (80.8 percent) which means that majority of library professional are having less than 10 years of service, the overall percentage being 72.2 percent. With regard to the qualification of the employees, their designation, and male female ratio, there is no much variance among all the three types of libraries. But female professionals are more compared to the male



professionals. The authority level of different kinds of libraries varies significantly. There is significant variation between the three groups of colleges with regard to interpersonal relations and performance evaluation and guidance factor of organizational climate. The factor 'physical facilities' scored lowest compared to the other factors of organizational climate. The overall organizational climate is 68.59 percent and there is no much variation between the types of colleges.

### Conclusions

Although the overall organizational climate is good in the professional colleges, there is much scope to improve it further. One of the areas where the library employees expect something tangible from the management side is the physical facilities provided. These include not only the facilities provided for the staff like cabins, work area for technical work, seating arrangement, telephone services, sufficient number of computers, internet facilities but also include the facilities of benefit like tea service, lunch arrangement, assistance for children's schooling, housing facilities, transport facility, medical benefit etc. These benefits will go a long way in enhancing the organizational climate in these libraries.

Another area where attention could be given to increase the level of organizational climate is the factor of reward. The feeling of library staff is that the loyalty, honesty and hard work are not sufficiently rewarded. The reward may be material or non-material. Material reward include promotions, monetary benefits and the like while non material rewards may be recognition appreciation of hard work which increases the level of belongingness towards the organization.

Interpersonal relations are another area where the employees are not satisfied which means that there is a gap of relationship among the library professionals and between the management and the staff. The organizations management and the librarians can initiate a process of dialogue for interpersonal communication so that a better understanding could be built so that the employees can freely discuss their day to day problems at the work place as well as their personal problems.

The perception of overall satisfaction of the library employees also speaks about the organizational climate prevailing in the libraries. More job security,

better performance appraisal and counseling facilities, recruitment and promotional methods increase the level of satisfaction of the employees. Since majority of the professional institutions are privately managed, there is no uniform policy of recruitment, promotion and salary pattern. Assigning responsibilities is another factor where the library employees are not satisfied. This may be because the responsibilities are not compensated with commensurate salaries.

Improvements in these aspects could lead to better organizational climate in the professional college libraries in Mangalore city. Finally, it can be said that better physical facilities, rewards, inter-personal relations, more job security, better performance evaluation and guidance, better promotion facilities and not assigning heavy responsibilities leads to better satisfaction of the employees which leads to better organizational climate.

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