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Comparison study of perceived organizational climate by grade A, grade B and grade C employees of district agricultural offices in Meghalaya

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Abstract
The research was taken to study and compare the perceived organizational climate among the grade A, grade B and grade C employees in the district agricultural offices of Meghalaya during 2017-18. The total sample size was made of 80 respondents (27, 25 and 28 employees from grade A, B and C respectively) from the different levels of the organisation. Proportionate stratified random sampling technique was used while selecting the sample of convenient size. The study revealed that majority (46.43%) of the grade A employees perceived their organizational climate at medium level followed by high, very high and low levels. While near about half of the (40.74%) of the grade B employees perceived their organizational climate at medium level followed by high, very high and low levels and majority of the grade B employees perceived their organizational climate at medium, high and very high levels at equal per cent *i.e.,* 32.00 per cent followed very few at low level.

Introduction
The performance of the employees and the output of any organization whether it is service or good, is significantly affected by an essential factor called organizational climate. Litwin and Stringer (1968) [1] defines the organizational climate as a "set of measurable properties of the work environment perceived by the people in it, and these properties are assumed to influence motivation and behaviour."

The study was made to compare among the grade A, grade B and grade C employees with their perceived organizational climate in District Agricultural Offices. These offices are the nodal institutions at the district level. These play a significant role in delivering public extension services to the farmers in the field of agriculture and allied sectors in the state. The different services provided by these institutions includes technical information, updated innovations of farming, subsidies, different schemes and programmes required for the improvement of sustainable agricultural productivity and production. Main mottos of these services are to bring the socio-economic development of farming community and the rural mass, particularly tribal community as they are predominant in Meghalaya. The study was taken with the following specific objectives:

1. To compare the perceived organizational climate among grade A, grade B and grade C employees of District Agricultural Offices in Meghalaya.
2. To find the relationship between the background variables of the respondents and the perceived organizational climate.

Materials and Methods
In Meghalaya, there are eleven districts *viz.,* South West Garo Hills, West Garo Hills, North Garo Hills, East Garo Hills, South Garo Hills, West Khasi Hills, South West Khasi Hills, Ri-Bhoi, East Khasi Hills, West Jaintia Hills and East Jaintia Hills. Four District Agricultural Offices were selected with purposive sampling with the criteria of highest filled organizational hierarchy as per the secondary data of Directorate of Agriculture, Meghalaya. The total sample sizes of study were 80 respondents (27, 25 and 28 employees from grade A, B and C employees respectively) and were selected.

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Proportionate stratified random sampling technique was used while selecting the sample of convenient size considering all possible limitations of investigator.

Data were collected with the help of well-structured schedule. The organizational climate was the dependent variable of the study measured with help of the scale developed by Nazir (2015) [3] with necessary modifications. The association between dependent variable and background variables of grade A, B and C employees were assessed with the help of chi-square test and the relationship with the help of spearman's rank coefficient of correlation.

Chi-square test formula used in the study

$$x^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

x^2 = chi square value

O_i = observed value
E_i = expected value

The formula of Spearman's rank correlation coefficient used in the study:

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

Where, r = Co-efficient of correlation
d = Differences of ranks between paired samples
n = No. of pairs of observations

Measurement of dependent variable organizational climate and the selected independent variables i.e., background variables of grade A, B and C employees were mentioned in Table.1

Table 1: Measurement of variable

Variable	Measurement		
Organizational climate (The degree to which a set of attributes specific to employees of District Agricultural Offices, Meghalaya may be inferred from the way that organization deals with its employees and its environment.)	Scale developed by Nazir (2015) [3] with needed modifications (scores)		
	Grade A:	Grade B:	Grade C:
	Low (<92)	Low (<84)	Low (<89)
	Medium (92-106)	Medium (84-97)	Medium (89-100)
	High (107-121)	High (98-111)	High (101-112)
	Very high (>122)	Very high (>112)	Very high (>113)

Results and Discussion
Majority of the grade A employees perceived their organizational climate at medium level (46.43%) followed by low (28.57%), high (14.29%) and very high levels (10.71%). Majority of the grade C employees perceived their organizational climate at medium level (40.74%) followed by very high (37.04%), high (18.52%) and very few perceived at low level (3.70%) as mentioned in the Table 2. The findings are in line with the findings of Nazir (2015) [3] conducted study in Andaman and Nicobar Islands reported that majority of respondents perceived their organizational climate at medium level. Suandi et al., (2014) [5] conducted a study in Malaysia results revealed that 79.00 per cent respondents perceived organizational climate at moderate level and Ravi et.al., (2014) [4] conducted a study in Andra Pradesh and reported that 65.09 per cent of teachers perceived organizational climate as medium.

Table 2: Distribution of grade A, grade B and grade C employees as per their perceived level of organizational climate: (N=80)

Levels of perceived organizational climate	Grade A (n₁=28)		Grade B (n₂=25)		Grade C (n₃=27)	
	F	%	F	%	F	%
Low	8	28.57	1	4.00	1	3.70
Medium	13	46.43	8	32.00	11	40.74
High	4	14.29	8	32.00	5	18.52
Very high	3	10.71	8	32.00	10	37.04

Majority of the grade B employees perceived their organizational climate at medium, high and very high levels at equal per cent i.e., 32.00 per cent followed very few at low level (4.00%) as mentioned in the Table 2. The finding is in conformity with the finding of Nagalakshmi and Narayanaswamy (2009) [2] conducted a study in Bangalore reported that 50.00 per cent of RSKs had high level of organizational climate.

To test the association between the independent variables of the grade A, grade B and grade C employees with their respective perceived organizational climate, the chi-square was used and framed the null hypothesis i.e., "There is no association between the independent variables of employees with their perceived organizational climate". The x^2 values obtained after administration of test are given in the Table 3.

Table 3: Association of (Chi-square test) the selected independent variables of grade A, grade B and grade C employees with their perceived level of organizational climate. (N=80)

Independent variables	Organizational climate (x^2 value)		
	Grade A (n₁=28)	Grade B (n₂=25)	Grade C (n₃=27)
Age	25.259***(.000)	36.364***(.000)	33.053***(.000)
Education	45.609***(.000)	16.776**(.001)	27.00***(.000)
Experience	29.031***(.000)	25.341***(.000)	19.326**(.004)
Salary	38.604***(.000)	21.401**(.002)	22.95**(.001)
Training undergone	39.756***(.000)	7.244 NS(.299)	1.765 NS(.622)
Work load	36.808***(.000)	18.527*(.005)	22.159***(.000)

Information seeking behaviour	22.163**(.001)	22.917**(.001)	24.401***(.000)
Carrier / professional growth	20.892**(.002	20.083**(.003)	30.399***(.000)
Job satisfaction	42.187***(.000)	26.705**(.002)	50.103***(.000)
Extension service orientation	33.388***(.000)	38.611***(.000)	43.462***(.000)

(***. Association is significant at the 0.01 level. **. Association is significant at the 0.05 level.* Association is significant at the 0.1 level. NS: Non-Significant)

From the Table 3 it's evident that for grade A employees, the calculated x^2 value of the selected socio-personal variables *viz.,* age (x^2=25.259), education (x^2=45.609), experience (x^2=29.031), salary (x^2=38.604), training undergone (x^2=39.756), work load (x^2=36.808), job satisfaction (x^2=42.187), extension service orientation (x^2=33.388) had significant association with the perceived organizational climate at 0.01 level probability whereas information seeking behaviour (x^2=22.163), carrier / professional growth (x^2=20.892) had significant association at 0.05 level probability.

From the Table 3 it's evident that for grade B employees, the calculated x^2 value of the selected socio-personal variables *viz.,* age (x^2=36.364), experience (x^2=25.341), extension service orientation (x^2=38.611) variables had significant association with the perceived organizational climate at 0.01 level of significance. While associations of education (x^2=16.776), salary (x^2=21.401), information seeking behaviour (x^2=22.917), carrier / professional growth (x^2=20.083), job satisfaction (x^2=26.705) were significant at 0.05 level probability and the work load (x^2=18.527) was significant at 0.1 level probability. But the association of training undergone (x^2=7.244) with perceived organizational climate was non-significant.

From the Table 3 it's evident that for grade C employees, the calculated x^2 value of the selected socio-personal variables *viz.,* age (x^2=33.053), education (x^2=27.00), work load (x^2=22.159), information seeking behaviour (x^2=24.401), carrier / professional growth (x^2=30.399) job satisfaction (x^2=50.103), extension service orientation (x^2=43.462) had significant association with the perceived organizational climate at 0.01 level of significance whereas experience (x^2=19.326), salary (x^2=22.95) had significant association at 0.05 level of significance. But the association of training undergone (x^2=1.765) with perceived organizational climate was non-significant.

To test the relationship between the independent variables of the grade A, grade B and grade C employees with their respective perceived organizational climate, the Spearman's rank correlation was administered and framed the null hypothesis i.e., "There is no relationship between the independent variables of employees with their perceived organizational climate". The r_s values obtained after administration of test are given in the Table 4 separately for all three grade employees.

From the Table 4 it's evident that for grade A employees, the calculated r_s value of the independent variables *viz.,* age (r_s=0.802), education (r_s=0.783), experience (r_s=0.819), salary (r_s=0.861), training undergone (r_s=0.794), work load (r_s=0.870), information seeking behaviour (r_s=0.778), carrier / professional growth (r_s=0.775), job satisfaction (r_s=0.912), extension service orientation (r_s=0.835) all variables had shown positive and significant correlation with perceived organizational climate at 0.01 level probability.

Table 4: Relationship of (Spearman's rank correlation coefficient) the selected independent variables of grade A, grade B and grade C employees with their perceived level of organizational climate

Sl. No.	Independent variables	Organizational climate (r_s value)		
		Grade A (n=28)	Grade B (n=25)	Grade C (n=27)
1.	Age	0.802***(.000)	0.924***(.000)	0.922***(.000)
2.	Education	0.783***(.000)	0.697***(.000)	0.872***(.000)
3.	Experience	0.819***(.000)	0.864***(.000)	0.746***(.000)
4.	Salary	0.861***(.000)	0.826***(.000)	0.809***(.000)
5.	Training undergone	0.794***(.000)	0.457**(.022)	0.229NS(.251)
6.	Work load	0.870***(.000)	0.819***(.000)	0.843***(.000)
7.	Information seeking behaviour	0.778***(.000)	0.741***(.000)	0.793***(.000)
8.	Carrier / professional growth	0.775***(.000)	0.707***(.000)	0.858***(.000)
9.	Job satisfaction	0.912***(.000)	0.850***(.000)	0.928***(.000)
10.	Extension service orientation	0.835***(.000)	0.927***(.000)	0.924***(.000)

(***. Correlation is significant at the 0.01 level. **. Correlation is significant at the 0.05 level. *. Correlation is significant at the 0.1 level. NS: Non-Significant)

From the Table 4 it's evident that for grade B employees, the calculated r_s value of the independent variables *viz.,* age (r_s=0.802), education (r_s=0.697), experience (r_s=0.864), salary (r_s=0.826), work load (r_s=0.819), information seeking behaviour (r_s=0.741), carrier / professional growth (r_s=0.707), job satisfaction (r_s=0.850), extension service orientation (r_s=0.927) all variables had shown positive and significant correlation with perceived organizational climate at 0.01 level of significance. Whereas training undergone (r_s=0.457) was significant at 0.05 level of significance.

From the Table 4 it's evident that for grade C employees, the calculated r_s value of the independent variables *viz.,* age (r_s=0.922), education (r_s=0.872), experience (r_s=0.746), salary (r_s=0.809), work load (r_s=0.843), information seeking behaviour (r_s=0.793), carrier / professional growth (r_s=0.858), job satisfaction (r_s=0.928), extension service orientation (r_s=0.924) were had shown positive and significant correlation with perceived organizational climate at 0.01 level of significance. But the training undergone (r_s=0.229) had shown the positive and non-significant relationship.

Summary and Conclusion
The study clearly showed the low experience and low training level in all grades *viz.,* grade A, grade B and grade C employees. These two variables had positive and significant

relationship with perceived organizational climate for grade A and grade B employees. The perceived organizational climate also found to be at medium level. Hence there is scope to improvement by providing appropriate and required level of training would be helpful to improve working environment thereby the performance. In case of salary majority employees in all grades were getting low salary, as salary had shown the positive and significant relationship it would be possible to improve the working environment by providing the favourable salaries to the employees. Hence these results would be very helpful for policy makers of Directorate of Agriculture, Meghalaya to take appropriate policy measures to enhance performance of district agricultural offices to provide efficient and effective service to farmers in the state.

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