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# RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL CLIMATE AND JOB PERFORMANCE

BY

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A RESEARCH PAPER SUBMITTED TO THE POSTGRADUATE INSTITUTE OF MANAGEMENT, UNIVERSITY OF SRI JAYWARDENEPURA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE MASTER OF BUSINESS ADMINISTRATION DEGREE.

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## ABSTRACT

This study is an attempt to find out the relationship between perceived organizational climate of Universities and the performance of Academics. The literature reflects that organizational climate is related to and can influence the performance of employees. According to many authors and researchers organizational climate is the perception of organizational variables in relation to human, social and work environment within which an organization's employees work. The measurement of climate can be made at individual, group or at organizational levels as it is reflected by individual or collective perception. Accordingly, two hypotheses in relation to Faculty level and Individual level perception of climate and performance were formulated. Ten climate dimensions namely, Organizational Identification, Leadership Style, Individual Responsibility, Performance Standards, Clarity of Structure, Reward Orientation, Warmth & Consideration, Egoism, Conflict Avoidance, and Intimacy were used to measure Climate of Universities. Teaching, Researching, Publishing Articles, Book Writing & Translation and Student Contact hours for Research Supervision, Subject related work, and Student Counseling were used as the performance criteria.

In order to examine the relationship between climate and performance, three faculties namely Arts, Management, and Science of the University of Sri Jayewardenepura and the University of Colombo (altogether six faculties) were selected for the study. The total population of the sample was 2083 and the sample of the survey contained 101 academics. It was found that the climate was not favourable in a majority of Faculties while performance, particularly in the sphere of Research and Publication, were substandard.

It was evident that organizational climate is positively correlated with the performance of thirty one percent of academics. As seen relationship between the two concept in the literature, when the perceived climate of faculties by individuals is favourable, it tends to higher performance of senior lecturers more than junior lecturers. It was also evident that no significant relationship between perceived climate and performance is demonstrated for about forty six percent of lecturers while the said relationship is negative for twenty four percent of lecturers in the sample.

These evidences suggested that organizational climate tends to be one of determinant of job performance of some senior lecturers more than junior lecturers while it is not so for majority of lecturers. Therefore, it was concluded that the relationship between perceived climate of faculties by individual academics and their job performance can either be positive, negative or is not significant. The research issue of whether student sub-culture and non-academic sub-culture of universities influence the performance of academics remains to be resolved. For research studies in relation to other organizations, it is suggested to select work environments in which different climatic conditions exist in order to arrive at a better conclusion regarding the relationship between climate and performance in a Sri Lankan context.

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