

Exploring Work Climate among University Personnel

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ABSTRACT

This was a descriptive study which used a survey questionnaire that determined the profile and characteristics of the complete enumeration of the teaching and non-teaching personnel in the areas of caring, cohesiveness, respect, trust, career and social growth and opportunity for input. The data were analyzed using descriptive and inferential statistics. Also, the mean which is a measure of central tendency was used to determine the work climate at Central Philippines State University. The most number of respondents were those from 31 to 45 years old, the females outnumbered males, majority were College Level/Graduate and most respondents were in the service for 10 years and below. The younger the personnel, the more that they were favorable with the work climate. Males were less favorable compared to the females. The college level/graduate personnel of the University found its work climate a more positive one compared to personnel with master's and doctor's degree. The work climate in the University was more positive for the permanent staff or non-teaching personnel and job order employees. The work climate at Central Philippines State University as to caring, cohesiveness, career and social growth and opportunity for input got an interpretation of highly favorable while it got moderately favorable as to respect and trust. There was a significant difference in the characteristics of CPSU teaching and non-teaching personnel in the areas of caring, respect, social growth and opportunity for input. There existed significant difference on the work climate among University personnel when grouped according to the respondents' profile.

INTRODUCTION

Improving campus climate for working and learning is a priority in every organization's strategic plan. Literally, hundreds of groups, organizations, committees and individuals are currently working to improve the climate. (Paris and Schutt, 2004)

Work climate is the weather of the workplace. Just as the weather can affect daily activities, the work climate influences employee behavior. Every organization has a work climate. Within an organization, the climate of an individual work group may differ from the prevailing organizational climate. High performing work groups can operate well even in organizations that are troubled by declining funding, weak senior leadership, or similar problems. (Stem, 2006)

Work-group climate influences results. A positive work-group climate motivates employees to improve their performance by going above and beyond job expectations. Better performing work groups contribute to better organizational performance, which in turn leads to better results. (Perry and Rodway, 2002)

Work group climate itself is an intermediate outcome of effective leadership and management. At least 50 percent of the differences in work group climate can be attributed to differences in day-to-day practices of the people who manage the work group. (Buckingham and Coffman, 2008)

The researcher believed that assessment of the prevailing work climate is a vital step to improvement. The work environment influences the attitudes and productivity of the workers. This climate comes from human beings who are in the office, and often, it is this climate that shapes the people interactions and counts for much more in the long run.

A research on positive culture being more productive suggests that a positive workplace is more successful over time because it increases positive emotions and well-being. This, in turn, improves people's relationships with each other and amplifies their abilities and their creativity. It buffers against negative experiences such as stress, thus improving employees' ability to bounce back from challenges and difficulties while bolstering their health. And, it attracts employees, making them more loyal to the leader and to the organization as well as bringing out their best strengths. When organizations develop positive, virtuous cultures they achieve significantly higher levels of organizational effectiveness – including financial performance, customer satisfaction, productivity, and employee engagement (Seppala & Cameron, 2015).

Central Philippines State University as an academic institution aimed to provide quality instruction, research, extension and production programs, facilities and opportunities in sustainable agriculture, forestry and allied courses capable of effecting entrepreneurial and self-propelling growth and development to meet the challenges and demands of a diverse and highly globalized society. There is no instance yet that the work climate of Central Philippines State University has been measured. There is a need therefore to assess if the present work climate has enhanced the human dignity of CPSU

employees for the betterment of its services. It is in this reason that the researcher is challenged to determine the work climate at Central Philippines State University. Hence, the researcher proposed this study.

METHODOLOGY

This is a descriptive study which used a survey questionnaire that determined the teaching and non-teaching personnel's profile such as age, sex, length of service, educational attainment and status of employment, as well as characteristics in the areas of caring, cohesiveness, respect, trust, career and social growth and opportunity input. This study was conducted in the Main Campus of Central Philippines State University, Kabankalan City, Negros Occidental.

The respondents of this study were the complete enumeration of the permanent and part-time faculty and permanent and job order non-teaching personnel of the Central Philippines State University for the year 2017. A survey questionnaire was used to gather data on the work climate of Central Philippines State University as basis for improvement among the personnel.

Likewise, the data of the personnel were gathered from the Office of the Human Resource Management Officer for the profile of the personnel. Data on work climate of CPSU personnel were gathered through a survey questionnaire and the researcher personally surveyed the respondents by using the master list of personnel employed in the Central Philippines State University.

All information gathered were properly recorded, tallied, encoded, computed and interpreted. The data were analyzed using descriptive and inferential statistics. The mean which is a measure of central tendency was used to determine the work climate at Central Philippines State University.

RESULTS

Profile of the Respondents

Table 1 below reflects the profile of the Central Philippines State University personnel. As revealed in the table, the most number of respondents according to age were those from 31-45 years old which was 41.8% of the total population. Females outnumbered males which totaled to 68 or 55.7% of the population.

As to educational attainment, 79 of the respondents were College Level/Graduate or 64.8% while only 10 of them had doctor's degree or 8.2%. On the other hand, 90 of the respondents or 73.8% were in the service for 10 years and below and those who were nearing retirement or above 25 years were only 15 or 12.3%.

Profile	Frequency (f)	Percent (%)
Age		
• Below 30 years old	47	38.5
• 31-45 years old	51	41.8
• Above 45 years old	24	19.7
Sex		
• Male	54	44.3

• Female	68	55.7
Educational Attainment		
• College Level/Graduate	79	64.8
• Master's Degree	33	27.0
• Doctoral Degree	10	8.2
Length of Service		
• 10 years and below	90	73.8
• 11-25 years	17	13.9
• Above 25 years	15	12.3
Employment Status		
• Regular Faculty	42	34.4
• Part-time Faculty	19	15.6
• Regular Support Staff	16	13.1
• Job Order Staff	45	36.9
Total		

Table 1. Frequency and Percentage Distribution of University Personnel's Profile

Lastly, the table revealed that most of the respondents who were able to answer the survey were Job Order Employees which totaled to 45 respondents or 36.9% compared to 42 or 34.4 of the respondents coming from the regular faculty. The job order employees were easy to reach since most of them stays in their offices while regular faculty are understood to be very busy and opportunities to reach to them was limited.

Personnel's Mean Work Climate

Table 2 answers the work climate characteristics of the University personnel in terms of caring, cohesiveness, respect, trust, social growth and input opportunity. Generally, the University personnel were moderately favorable in their work climate in terms of caring, cohesiveness, respect, trust, social growth and opportunity for input. The result showed that of all the work climate characteristics, it is *respect* which got the highest mean of 3.46 and a standard deviation of 0.50 and *cohesiveness* which got a mean of 3.42 and a standard deviation of 0.51.

Characteristics	Mean	SD	Descriptive Interpretation
Caring	3.41	.46	Moderately Favorable
Cohesiveness	3.42	.51	Moderately Favorable
Respect	3.46	.50	Moderately Favorable
Trust	3.37	.50	Moderately Favorable
Social Growth	3.33	.48	Moderately Favorable
Input Opportunity	3.31	.50	Moderately Favorable
Overall Work Climate	3.39	.43	Moderately Favorable

Table 2. Personnel's Mean Work Climate

In particular, among the work climate indicators on the area of respect, the respondents showed that they were highly in favor of being respected as rank and file employees and being given the utmost respect in the practice of their religious belief without fear of losing their jobs. In the same manner, the respondents showed highly favorable on item 5 of the indicators under cohesiveness revealing the kindness and being helpful of their co-employees.

On the other hand, of all the work climate indicators, *opportunity for input* got the lowest mean of 3.31 and a standard deviation of 0.50. This was followed by the *social growth* which earned the mean of 3.33 and a standard deviation of 0.48.

However, despite having the lowest mean, the respondents showed that they were highly involved in their work as being shown in the item 7 of the indicators under the area of opportunity for input. While in terms of social growth having also a low mean, respondents uphold the challenge of seeking better ways of working and learning which is evident in item 2 of the indicators.

Significant difference on the work climate of the university personnel classified according to profile characteristics

Table 3 presents the significant difference on the work climate of the University personnel when they were classified according to their profile characteristics.

The Analysis of Variance support the results in determining if there existed a significant difference on the work climate among University personnel when grouped according to respondents' profile. Notice that only educational attainment among the respondents' profile got the sig-value less than the 0.05 alpha level of significance which affirmed that there was significant difference on the mean work climate. While analysis of variance on other profile characteristics such as age, sex, length of service and employment status did not disclose any significance on the work climate. This implied that the employees' educational attainment affected the work climate in the University.

Profile	Statistical Treatment	Test Statistics	sig-value	Decision for Ho	Conclusion
Sex Male (3.35, 0.46) Female (3.42, 0.41)	t-test	t = -0.921	0.359	Accept Ho	Not Significant
Age 30 years and below (3.43, 0.39) 30 - 45 years old (3.34, 0.43) Above 45 years old (3.39, 0.52)	ANOVA	F = 0.549 F = 2.708	0.579 0.071	Accept Ho Accept Ho	Not Significant Not Significant
Length of Service 10 years and below (3.41, 0.41)	ANOVA	F = 2.439	0.068	Accept Ho	

11 – 25 years (3.17, 0.52)					Not
Above 25 years (4.47, 0.40)	ANOVA				Significant
<i>Employment Status</i>		F = 4.409	0.014*	Reject Ho	
Regular Faculty (3.25, 0.39)					
Part-time Faculty (3.39, 0.45)					Significant
Regular Staff (3.48, 0.47)					
Job Order Staff (3.48, 0.43)	ANOVA				
<i>Educational Attainment</i>					
College Level/Graduate (3.45, 0.43)					
Master Degree (3.35, 0.42)					
Doctorate Degree (3.04, 0.37)					

Table 3. Significant difference on the work climate of the university personnel classified according to profile characteristics

Note: **highly significant at 0.01 level of significance
 *significant at 0.05 level of significance

DISCUSSION

Profile of the Respondents

Braga, A. (2016) states, coming from different times mean that people would have different perspectives, values, and ways of getting things done. Another thing that each generation would bring to the table are their stereotypes. Older workers may perceive younger ones as entitled or lazy. In response, younger workers may think of their older counterparts as stubborn and set in their ways.

To bridge the gap, employees need to learn that the responsibility of setting aside preconceived notions is mutual among them. A baseline of respect is where it usually starts. Workers need to go out of their way to learn from one another, rather than stand idly by and judge. The older workers can show their expertise and experience, whilst the younger workers shed some light on technological, pop culture, and demographic trends.

Personnel's Work Climate

Work climate is the cultural equivalent of yeast in bread making. A sense of community, a shared vision and a positive outlook hold groups and organizations together. These qualities also help the culture and its members to grow. Work climate helps determine morale, job stress, recruitment, turnover, organizational learning, teamwork, employee health and productivity. In addition, work place diversity and work/life balance goals are more easily reached with a healthy work climate.

Moreover, work climate influences the attitudes and productivity of the workers. The quality of each person's interpersonal relationships determines

just how effective and efficient he /she is going to be, especially if the person involved is a leader or a manager. Also, every organization wants to see its members perform at an optional level and enjoy a high level of personal satisfaction and well-being.

According to Ralph Heibutzki, positive work environments are essential for workers' mental and physical well-being, but they aren't created by accident. Good working conditions arise from values that the company views as important to its mission, such as ensuring a manageable workload, and promoting two-way communication through open office spaces and regular team meetings. Workers are also entitled to a safe, hazard-free environment, whose requirements are spelled out under the U.S. Occupational Health and Safety Act of 1970.

Significant difference on the work climate of the university personnel's classified according to profile characteristics

According to Aya V. Jallorina, creating a positive work climate stresses that, we admit it or not, the workplace is teeming with unfriendly forces or people with unthinkable attitudes. Yours maybe contaminated with scornful employees who whisper behind your back and concoct schemes to sabotage your good intentions. Given the advances in technology, there are numerous ways to slow up progress, screw up meetings or simply make projects a living hell for those working on them. Undoubtedly, a positive work climate creates better productivity.

Individuals in any work setting will experience feelings of well- being when the environment radiates an aura of pleasantness, contentment and satisfaction. This work atmosphere is highly conducive to productivity. As some authorities say: People who feel good about themselves and others produce good results.

The role and functions of a supervisor involve a lot of CHALLENGE. Getting things accomplished through others as a supervisor, though well-equipped with an array of technical, interpersonal and organizational skills, would need further expertise along dealing with the organization's most valuable resource – PEOPLE. (<http://www.mavec.com.ph/workshops.html>)

CONCLUSIONS

Most of the respondents were aging 31 to 45 years, there were more females than males, had been in the service for 10 years and below, were mostly college level/graduate and most of those who responded were job order employees.

Generally, the University personnel were moderately favorable in their work climate in terms of caring, cohesiveness, respect, trust, social growth and opportunity for input. Though, respect and cohesiveness ranked as the ones with highest mean while opportunity for input and social growth earned the least mean.

Results revealed that among the respondents' profile, only educational attainment was affirmed to have significant difference on its mean implying its effect on the work climate among the personnel in the University. While others

such as age, sex, length of service and employment status showed to be non-significant.

RECOMMENDATIONS

The University through its Human Resource Management Office shall conduct more team building to encourage more favorable work climate among the personnel of the University. It shall come up with a development plan which will uphold social growth among its personnel regardless of their employment status.

The University shall create programs that would give its personnel more opportunities for input to prove their worth and sincerity towards their work. Another study that should focus on how to assess the preferences of the personnel on what programs they needed for them to grow socially as professionals and eventually feel very highly favorable as to work climate.

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