Original Research Article

Relationship of Organizational Climate and Psychological Well-Being among Female Professionals

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ABSTRACT

Background: Physical, psychological and temporal conditions of work affect workers performance, satisfaction and health.

Objective: The aim of this study was to assess the relationship of Organizational climate on psychological well being of Female Officers in Rajasthan.

Method: This study was conducted on 60 Officers of Rajasthan Administrative services/Rajasthan Accounts Services, 60 Female Doctors, 60 Bank Employees and 60 Lecturers. Tool used for measuring organizational climate was MAO-C (Motivational Analysis of Organizational Climate) By Udai Pareek [1] (1989) Psychological well being was measured with Self esteem test by Warr and Jackson(1982), [2] Self rating Depression Scale adopted from Warr and Parry (1982). [3] Positive and Negative affect test adopted from Warr, Barter and Brownbridge(1983). [4] Happiness from Gurin, Veroff and Feld, [5] Life Satisfaction Scale developed by Adrews and Withey(1974), [6] Self Rated Anxiety: adopted from Warr, Cook and Wall(1979) [7] and Pleasure and Strain on previous day adopted from Warr and Payne(1982) [8]

Results: It was found that organizational climate was perceived differently across the professional groups. Organizational Climate have significantly correlation with psychological well-being of Female professionals

Keywords: Organizational climate Psychological Well- Being, Female Professionals

INTRODUCTION

Organizational climate is the set of characteristics that describe organization and that distinguishes one organization from another are relatively enduring overtime and influence the behavior of the people in the organization (Forehand and Gilmer [9] 1964). The term Organizational climate refers specifically to the motivational properties of the organizational environment; that is, to those aspects of climate that leads to the arousal of different kinds of motivation. In Atkinson's terms, organizational climate is the summary of the total pattern of expectancies and incentives values that exist in a given organizational setting. In a rigorous study Litwin and Stringer [10] (1968) simulated three different climates (each fostering, respectively, achievement, affiliation and Power motives) and monitoring the effects of these climate on productivity.

Happiness is the highest goal and ultimate Motivation for all human action. This happiness may be subjective or objective or it may be physical or psychological. The concept of Psychological well-being is related to peoples feeling about their everyday life activities (Bradburn 1969, [11] Warr & Wall1975: [12] Campwell, 1976 [13])

Concept of psychological well-being consists of interlinked cognitive, affective and behavioral processes with range from negative well-being (dissatisfaction, unhappiness, worry, anxiety, depression etc) to a positive outlook and well being. Psychological well-being is usually conceptualized as some combination of positive affective states such as happiness (the hedonic perspective) and functioning with optimal effectiveness in individual and social life (the eudaimonic perspective) (Deci &Ryan 2008 [14]). As summarized by Huppert [15] (2009, p.137): "Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively." By definition therefore, people with high PW report feeling happy, capable, well supported, satisfied with life, and so on; Huppert's [15] (2009) review also claims the consequences of PW to include better physical health, mediated possibly by brain activation patterns, neuro-chemical effects and genetic factors.

Friedlander and Margulies [16] (1969) investigated the effect of organizational climate on 95 production workers. The results indicate that organizational climate is a significantly determinant of individual job satisfaction (e.g. interpersonal relations, task involved self realization and advancement). The relationship between organizational climate and job satisfaction varies with type of climate and measures of Job satisfaction.

Sharma and Sharma [17] (1989) investigated the relationship of organizational climate with job Satisfaction and jon anxiety among 50 officers and 50 subordinats working in different units of an institution of higher studies. It was observed that organization climate was positively related to job Anxiety in both Officers and Subordinates

A study by Karasek, Theorell [18] (1990) divulges that certain dimensions of climate, namely; challenge, freedom, low conflict levels and autonomy play a crucial role in enhancing psychological well being of the employees. When employees are deprived of opportunities to be a part of decision making, they might experience stress, as a result of which their creativity, motivation level might go down and negative feelings like frustration, depression might escalate.

A study by Gilbreath, Benson [19] (2004) has examined the effect of supervisory behavior on employee wellbeing. Findings demonstrate that positive supervisory behavior (allowing more employee control, communicating and organizing well, considering employees and their wellbeing) makes a statistically significant contribution to employee well-being regardless of differences in age, social support from co-workers and at home, lifestyle and stressful work/life events. Very specifically, this study

Objective
The objective of the study is to know the relationship of psychological well-being with organizational Climate among Female Professionals

Hypothesis
1. If the organizational climate is conducive then the Psychological well being will be better

Variables:
1. Psychological well being
   i. Anxiety
   ii. Depression
   iii. Life-Satisfaction
   iv. Self Esteem
   v. Feeling Strain tomorrow
   vi. Feeling Pleasure tomorrow
   vii. Happiness
2. Organizational climate in relation to different dimensions
   i. Orientation
   ii. Interpersonal Relationship
   iii. Supervision
   iv. Problem Management
   v. Management of Mistakes
   vi. Conflict Management
   vii. Communication
   viii. Decision Making
   ix. Trust
   x. Risk Taking
   xi. Innovation & Change

Status-
    i.   Married Female Officers
    ii.   Unmarried Female Officers
3. Professional Groups
    i.   Doctors
    ii.   Administrators(RAS/RACS)
    iii. Bank PO
    iv.   Lecturer

METHOD

Total Sample of 240 Female professionals (60 RAS.RACs, 60 Doctors, 60 Bank Pos, 60 Lecturer) were selected through purposive sampling technique from colleges, Banks, hospitals and various government offices in Rajasthan interviewed

Tools
1. **Psychological well-being** – According to the model of the features of psychological well-being suggested by Warr (1983) [20] the following set of scales to measure psychological well being were selected
2. **Self Esteem Test:** The positive and self Esteem were measured by the eight items adopted from the Warr and Jackson (1982) [2]
3. **Self Rating Depression Scale:** Adopted from Warr and Parry (1982)2 developed by Zung (1965) [21] scale was used in the study
4. **Positive and Negative affect:** This test is based on Brad burn's [11] 10 item scale.

5. **Happiness:** Gurin, Veroff and Feld [5] adopted strait forward assessment of happiness
6. **Life Satisfaction Scale:** This scale was developed by Adrews and Withey (1974) [6]
7. **Self Rated Anxiety:** It was adopted from Warr, Cook and Wall (1979) [7]
8. **Pleasure and Strain on previous day:** It was adopted from Warr and Payne(1982) [8]

Motivational Analysis of Organizational Climate (MAO-C) by Udai Pareek [1] (1989): this instrument has six statements, lebelled a,b,c,d,e,f corresponding to the six motives (Achievement, Affiliation, Expert Influence, Extension, Control, Dependency Climate) for each dimension.

Procedure:

All the officers, who constituted the sample, were interviewed personally at their respective work places and they were assured of anonymity. After scoring, mean, Standard Deviation and Analysis of Variance were calculated

RESULT AND DISCUSSION

The relation of Organizational climate and psychological being showed that achievement climate was positively correlated to Life Satisfaction, Positive affect, depression and also with negative affect and feeling emotional strain. Expert influence had positive relationship with Positive self esteem and feeling pleasure, Extension climate was positively related to anxiety. Affiliation climate was positively related to both positive and negative affect.

S.N	Variables	ACH	EXP	EXT	CON	DEP	AFII
1.	ANX	.0681	-.1195	.1802*	.1157	.0622	-.0694
2.	LS	.1644*	-.0252	.0689	.0067	.0069	-.1009
3.	PSE	-.0126	.1919**	.0744	-.1219	.0507	-.0433
4.	NSE	-.0912	.0644	.0451	-.1299	.0151	.0856
5.	DP	.1635*	-.0451	.0833	.1263	.1210	-.0912
6.	PA	.1588*	.0118	.0665	.0456	.0248	.1725*
7.	NA	.1743*	.0110	-.0191	.1095	-.0452	.2515**
8.	FP	-.0787	.2382**	-.0666	-.0505	-.0151	.0935
9.	FES	.1859**	-.0688	.0712	.1173	-.0867	.0048
10.	HAP	.0084	-.1313	.1293	.0234	.0989	-.0905

** P< .01 *P<.05

The above table depicts the inter-relationship between organizational climate and psychological well-being. Life-satisfaction is positively and significantly

correlated with achievement climate whereas anxiety is significantly positively correlated with extension.

It may be due to person's desire, to be relevant to other persons, groups and the society. When she/he is unable to fulfill this desire, anxiety may emerge.

Positive self-esteem is positively significantly correlated to expert influence. Feeling for achieving goals or desire betterment of organization through expertise may lead to positive self-esteem.

Negative affect(r=.17, P < .05) and feeling emotional strain (r=.19, P <.05) are positively and significantly related to achievement climate. These positive relationships of achievement with negative affect, feeling emotional strain are not conventionally expected since negative affect and feeling emotional strain result in poorer mental health and hinder in the way to achieving goals.

Positive affect is also positively and significantly correlated with achievement climate (r=.19, P <.05) and with affiliation climate (r=-.17, P<.05) Negative affect is positively and significantly correlated with climate (r=.25, P<.01)

Feeling pleasure is positively and significantly correlated with expert influence climate. It suggests that, when expert influence is high, expert help is available or may be thrust upon in this situation, & hence role occupant will experience lack of role stress that will result in feeling of pleasure.

Feeling emotional strain have significant positive relationship with achievement climate. For achieving some specific goals, persons have to make special & extra efforts, females due to several reasons cannot spend much time in these efforts, as a result, feeling of emotional strain may start appearing. On the basis of findings it can be concluded that female professionals will be more psychologically healthy if they work in more encouraging environment. The clear objectives, reward mechanism, procedures and roles and better communication in the organization will affect psychological well being of employees positively.

CONCLUSION

This research study approves the relation of Organizational climate on some aspect of psychological –well being of Female professionals. Achievement climate exert significant effect on positive affect, the interaction of achievement climate and Role stress turned out to exert a significant joint influence on negative self esteem. Expert influence climate had significant main effect on positive self –esteem. Control climate had significant effect on negative self esteem

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