

PERCEPTION OF ORGANIZATIONAL CLIMATE IN UNIVERSITY LIBRARIES

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ABSTRACT -

The study explored the difference concerning organizational climate among university libraries. The present study is based on the primary data collected from two hundred and sixty-six Library and Information Science (LIS) professionals working in the eight-state universities in Kerala. The survey method has been adopted using a structured questionnaire for the collection of data. The study shows that organizational climate related to university libraries are different. In the study, six variables are used for evaluating the organizational climate. The study shows that three variables of interpersonal relationship, physical and Infrastructural facilities, and planning and decision-making are playing a significant role in determining the organizational climate. Organizational climate motivates employees at various levels to achieve organizational goals. The study concludes that improvement of the variables develop so better organizational climate and influence the resultant job motivation in libraries. The study's originality is that it explores the possibility of adopting modern management techniques for a sustainable future of the libraries and emphasize that sound organizational climate is an integral part of libraries.

Keywords: Decision making; Interpersonal relationship; Kerala; Library and Information Science; Organizational Climate; Physical and infrastructural facilities; Planning; University

INTRODUCTION

The library and Information Science (LIS) domain is a multidisciplinary field. It adopted various methods from other disciplines. It applies the practices, perspectives, and tools of management, information technology, education, in the areas of libraries. The activities of libraries include collection, organization, preservation, and dissemination of information resources. Over the last few decades, the LIS field witnessed in adopting qualitative methods to study the management of the Library and Information Centres. Libraries are service-oriented and nonprofit institutions. Libraries play a vital role in supporting higher education.

It meets the academic and information needs of faculty members, research scholars, and students.

Universities cannot function without adequate library facilities. Organizational climate is a set of unique characteristics that distinguish one organization from another. It is similar to the personality of the individual. Perceptions of employees are major determinants in the climate of an organization. The perception of LIS professionals is affecting the organizational climate of libraries. An appropriate climate should be identified to develop a sound organizational climate to run the libraries effectively.

University libraries in Kerala have a unique role in the higher education sector. The state universities in Kerala have accreditation from the University Grants Commission /Indian Council of Agricultural Research. Universities in Kerala are following different acts and statutes. The universities have different jurisdictions, cadre strength, promotion policies, and working environments. There is no uniformity in the functioning of these university libraries. The topic is worthy of investigation. It necessitated studying the organizational climate of well-established university libraries to identify the common variables relating to the organizational climate. The study is helpful to enhance the services of university libraries and the professional development of LIS professionals. The study also helps to get in touch in new trends and developments in the field of LIS.

Organizational Climate

Climate refers to the condition of the weather at a place over some time. Lewin et al. developed the concept of organizational climate in the 1930s.

The study relating to the organizational climate is done in other organizations continually. The present study relating the organizational climate is to make use of the working environment of the library. It results in the satisfaction of the personnel as well as the clientele of the library. Litwin and Stringer (1968) defined organizational climate as a set of measurable properties of the work environment perceived directly or indirectly by the people who live and work in that environment which influences their motivation and behavior. It is a set of properties of the work environment perceived by the employees in an organization. The perceptions of employees in the properties and factors relating to the organizations have a determinant role in the climate of an organization.

Organizational climate has a major influence on human performance through its impact on individual motivation, job satisfaction and morale (Raja et al.,2010). As a result of digital transformation and disruptive technologies, libraries consist of many qualified LIS professionals working with well-defined goals. LIS professionals have different roles and functions with a set of policies and norms. To plan and coordinate various activities, creating a unique internal environment in the libraries is necessary. The environment is called the organizational climate. The composition of climate is unique from university to university and professional to professional. In the present study, organizational climate refers to the properties of the working environment of the university libraries perceived by LIS professionals. Organizational climate influences the behavior and motivation of LIS professionals.

Operational Definitions of the Concept Used

Organizational Climate

Organizational Climate refers to “properties of working environment perceived by the selected LIS professionals, in the university libraries, which influence the behaviour of the professionals and identifying distinguished features of the organization”

University Library

University libraries refer to the libraries functioning under the control of the selected state universities in Kerala, accredited by the University Grants Commission/Indian Council of Agricultural Research.

REVIEW OF LITERATURE

Hasehemian et al. (2016) assessed the organizational climate of libraries. The study was conducted among the eighty-seven librarians in the Isfahan state Universities. The study finds that the organizational climate of state universities in Isfahan state was desirable. However, the aspect of climate justice deserves the attention of administrators of libraries. Hastuti, Dewi, and Suhardini (2016) studied the influence of organizational climate on work productivity of librarians at Padjadjaran University, CISRAL. This research was conducted on twenty-five people. The results show that the climate of the organization influence work productivity.

Darmawansyah (2018) analyzed work stress, quality of work-life, and organizational climate factors that affect work satisfaction. The study was conducted among two hundred and forty-seven officials of regional public hospitals of Undata Palu. The study indicates that work stress negatively affects work satisfaction. But, the

quality of work-life and organizational climate has a positive and significant effect on work satisfaction.

Naseer (2019) investigated the extent of job enrichment among university libraries. The study was conducted in the eight-state universities in Kerala. Data was collected using a structured questionnaire. The study indicates a high level of job enrichment among the Library and Information Science (LIS) professionals. It reports different aspects of job enrichment. The study helps motivate LIS professionals working in different organizational climates and managing library and information centers. Naseer and Mini Devi (2019) studied the effect of organizational climate on employee motivation. Data was collected using a questionnaire from two hundred and sixty-six Library and Information Science (LIS) professionals of eight state universities of Kerala. Employee motivation was measured as a composite variable from six components, and organizational climate is also represented as the latest variable formed from six components. The study reveals that components of organizational climate and employee motivation have significant contributions. It also indicates that organizational climate has a positive effect on employee motivation.

Zabani et al. (2019) evaluated the organizational climate and its relation to the clients' satisfaction. The study was conducted among the staff and the clients of the college libraries of Shahid Beheshti University of Medical Sciences. The study finds that the organizational climate of the libraries was more than average. The climate for customer service was ranked the first, and the climate for justice was ranked the last. The clients' satisfaction was a little more than average.

Physical and welfare services were ranked first in the user satisfaction dimensions. The study shows that there was no meaningful relation between clients' satisfaction and organizational climate scores.

OBJECTIVES OF THE STUDY

The specific objectives of the study are: -

- To determine the status of organizational climate in the university libraries of Kerala.
- To find out the important variables responsible for a better organizational climate in the university libraries of Kerala.
- To identify the most important variables of the organizational climate in the university libraries of Kerala.

METHODOLOGY

The study was conducted in the Kerala state of India. There are 14 State universities functioning in Kerala (Economic Review,2020). The present study represents libraries attached to the eight state universities in Kerala. Organizational climate in the study is identified and categorized into six different factors. In the study, organizational climate refers to how the LIS professionals perceive their environment of libraries. To measure the factors of organizational climate, the Business organizational climate index developed by Pane and Phesey (1971) with modification was adopted and used. The scale consists of the most relevant six factors representing the dimensions of organizational climate. Likert's five-point scaling technique was used for the measurement of the perception of LIS professionals. The respondents were asked to mark their opinion on each statement.

In the absence of an agreed list of organizational climate factors, the six factors have been selected. There is no organizational theory that describes the dimensions of organizational climate. The survey method was adopted using a structured questionnaire for collecting data. The data relating to the study are collected during the 2017-2018 period. There are three hundred and eighty-five (385) sanctioned posts of LIS professionals in the eight-state universities in Kerala. At the present investigation, only two hundred and seventy-six (276) LIS professionals are working in the libraries. The questionnaire was distributed to all the 276 LIS professionals. With the help of the questionnaire, respondents were asked to rate the factors of organizational climate. Out of it, 97.38% of questionnaires were duly filled and returned. Accordingly, the present study is based on the primary data obtained from the two hundred and sixty-six (266) LIS professionals. The response scores were converted with the help of Statistical Package for Social Sciences (SPSS Version 23) and the latest version of MS-Excel to ascertain organizational climate.

SCOPE AND LIMITATIONS OF THE STUDY

The scope of the present study is restricted to the organizational climate of libraries attached to the eight state universities in Kerala. The universities which are new and skeletal LIS professionals are not considered for the study. Further, only regular LIS professionals with a minimum qualification of Bachelor Degree in Library and Information Science (BLISc) have been considered professional LIS staff for the study.

Variables of organizational climate with library

The organizational climate depends on employees' perception, the environment, and the entire system and subsystem of the university library. Several factors are developed to measure organizational climate. However, the following six factors are chosen and examined to assess and measure the organizational climate. These factors reflect the personality of the libraries and influence the performance and attitude of employees. The dependent variables identified for the present study are particularized below.

Communication and understanding: Effective communication is part and parcel of organizational climate. It will encourage a congenial environment and fulfil the objectives of the library.

Reward and recognition: Rewards and recognition convey the competence and commitment of employees. It will increase job satisfaction and encourage the professional development of LIS professionals in libraries.

Interpersonal relationship: Positive interpersonal relationship among the personnel promotes a healthy working environment. Interpersonal relation among the LIS professionals leads to better organizational climate and help to achieve organizational goals in the library.

Leadership and team spirit: Leadership and team spirit are guiding the climate factor. It enhances successful teamwork, and the work becomes result oriented and fruitful. Successful leadership should be adequately rewarded in a library.

Physical and infrastructural facilities:

Adequacy physical and infrastructural facilities help to encourage the staff and clientele. It helps the maximum utilization of resources and infrastructure in the library.

Planning and decision making: Planning and decision-making are essential for enhancing the skill of library professionals. It helps to implement strategic planning. Problem-solving and decision-making help to take prompt and wise decisions. It will enable libraries to remain premier.

ANALYSIS AND INTERPRETATION

The university libraries selected for the present study are the following: -

1. Kerala University Library (KUL), Thiruvananthapuram
2. University of Calicut Library (UoCL), Malappuram
3. Mahatma Gandhi University, Kerala Library (MGUKL), Kottayam
4. Cochin University of Science and Technology Library (CUSATL), Kochi
5. Kannur University Library (KAUL), Kochi
6. Sree Sankaracharya University of Sanskrit Library (SSUSL), Ernakulam
7. Kerala Agricultural University Library and Information System (KAULIS), Thrissur
8. Kerala Veterinary and Animal Sciences University Library (KVASUL), Wayanad

Relation between each variable selected for the study and the extent of organizational climate is presented below.

Communication and Understanding

Table 1 shows the university library wise perception of communication and understanding.

Table 1 : University Library wise Perceptions of Communication and Understanding

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
Library sets goals and communicates it among the staff.	3.65	3.72	3.83	3.51	3.17	3.53	3.60	3.83	1.595	0.137	1.532	0.017
Communication is generally effective in the library.	3.84	3.90	3.81	3.80	3.26	3.60	4.00	4.33	2.683	0.011		
In the library, seniors do not appreciate the suggestions and ideas of juniors.	2.55	2.68	2.88	2.17	2.91	3.47	2.00	2.00	4.957	0.000		
I am not informed adequately about significant issues.	2.88	2.98	3.05	2.66	2.96	3.00	2.80	2.83	0.664	0.702		
The best way is to stay clear of open arguments.	3.64	3.52	3.45	3.46	3.35	3.73	3.40	3.67	0.643	0.720		
The staff do not spend too much time on unessentials.	3.53	3.58	3.40	3.40	3.13	3.67	3.60	3.33	1.022	0.416		

Table 1 shows that the effectiveness of communication and unheeding of juniors’ suggestions and ideas by seniors vary significantly among the university libraries as the significance levels of ANOVA are less than 0.05. The effectiveness of communication is found to be highest in KVASUL followed by KAULIS and UoCL. The unheeding of junior's suggestions and ideas were found to be highest in SSUSL, followed by KAUL and MGUKL.

There is no significant difference in all other aspects of communication and understanding as

the significance level of ANOVA is greater than 0.05. But when all the aspects of communication and understanding are taken together, there is a significant variation to libraries as the significance level of MANOVA is less than 0.05. From the analysis, organizational climate-related communication and understanding is significantly different.

Reward and Recognition

Table 2 presents university library wise perception of reward and recognition.

Table 2 : University Library wise Perception of Reward and Recognition

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
In the library, authorities are too tolerant of those who perform poorly.	3.11	3.25	3.17	2.94	3.26	3.33	3.50	3.67	1.16	0.354	1.656	0.006
In the library, people are not adequately rewarded for their work.	3.19	2.97	3.12	3.03	3.43	3.60	3.10	3.00	1.49	0.170		
Rewards for good work of staff.	3.27	3.35	3.29	3.29	3.13	2.93	3.40	3.67	0.88	0.523		
Lack of well-defined goals and objectives of job in the library.	2.36	3.03	3.12	2.86	2.74	2.73	2.10	2.67	4.63	0.000		
Greater emphasis on monetary rewards rather than non- monetary rewards.	2.69	2.67	2.95	2.71	2.61	2.60	3.00	2.67	0.98	0.440		
I have got rewards and recognition for my performance.	2.96	3.00	2.98	3.03	2.83	2.33	3.30	3.17	1.36	0.219		

Table 2 shows that in the matter of reward and recognition, professionals with no well-defined goals and objectives in their job vary significantly among the different university libraries as the significance levels of ANOVA are less than 0.05. Lack of well-defined goals and objectives of the job is found to be highest in MGUKL followed by UoCL.

There is no significant difference in all other aspects of reward and recognition as the

significance level of ANOVA is greater than 0.05. But when all the aspects of reward and recognition are taken together, there is a significant variation to libraries as the significance level of MANOVA is less than 0.05. From the study, organizational climate-related to reward and recognition is significantly different.

Interpersonal Relationship

Table 3 presents the university library wise perception of interpersonal relationships.

Table 3 : University Library wise Perception of Interpersonal Relationship

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
Friendliness, interpersonal trust, and mutual support are very much prevalent in the library.	3.57	3.98	3.55	4.14	3.57	3.67	4.10	4.50	3.951	0.000	2.300	0.000
There are few opportunities for formal conversation.	3.28	3.07	3.00	2.71	3.26	3.80	2.83	3.674	0.001			
Employees of the library are very clever in talks.	3.28	3.44	3.44	2.99	3.18	3.89	2.96	2.643	0.012			
Professionals tend to hide their deeper feelings from each other.	3.12	3.01	3.17	2.74	3.30	3.27	2.73	2.310	0.027			
Interpersonal relationships between authorities and staff are positive	3.51	3.72	3.40	3.66	3.60	3.30	3.67	2.275	0.029			
I am unsatisfied with the interpersonal relationships among staff.	2.96	2.55	2.86	2.77	3.04	2.87	2.00	4.007	0.000			

Table 3 shows interpersonal relationship professionals with friendliness, interpersonal trust, and mutual support vary significantly less than 0.05. Friendliness, interpersonal trust, and mutual support were found to be highest in KVASUL, followed by CUSATL. In the matter of few opportunities for formal conversation vary significantly among the university libraries. It is found to be highest is KVASUL followed by SSUSL and KUL.

In the matter of cleverness in talks, SSUSL is found to be highest, followed by KVASUL followed by MGUKL. In hiding deeper feelings from each other, KAUL is found to be highest,

among the different university libraries as the significance levels of ANOVA are

followed by SSUSL and MGUKL. A positive interpersonal relationship between authorities and staff UoCL is highest, followed by KVASUL and CUSATL.

In dissatisfaction with the interpersonal relationships among the staff, KAUL is highest, followed by KUL followed by SSUSL.

There is a significant difference in all aspects of interpersonal relationships as the significance level of ANOVA is less than 0.05. When all the

aspect of interpersonal relationship is taken together there is a significant variation concerning libraries as the significance level of MANOVA is less than 0.05. From the study, organizational climate-related to the interpersonal relationship is significantly different.

Leadership and Team Spirit

Table 4 presents university library wise perception about leadership and team spirit.

Table 4 : University Library wise Perception of Leadership and Team Spirit

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
Staff are free to take leadership, and they are rewarded for successful leadership.	3.21	3.55	3.17	3.37	3.17	3.00	4.00	4.17	3.206	0.003	1.845	0.001
Everyone respects the librarian because of his ideas and decisions.	3.45	3.63	3.26	3.40	3.00	3.40	3.90	3.67	2.172	0.037		
Librarian’s advice is not sought on every matter relating to the library.	2.76	3.02	2.93	2.83	3.13	3.27	3.00	2.67	1.153	0.331		
Librarian sets examples by working hard himself.	3.49	3.58	3.38	3.51	3.22	3.33	3.70	3.50	0.800	0.588		
Senior personnel willnot go out of their way to help your work.	2.83	2.93	2.90	2.83	3.04	3.07	2.80	2.33	0.740	0.638		
The culture of our library does not enhance teamwork.	2.97	2.60	2.69	2.31	3.39	2.93	2.50	1.83	4.639	0.000		

Table 4 shows that leadership and team spirit vary significantly among the university libraries as the significance levels of ANOVA are less

than 0.05. In the matter of the role of staff members to take leadership and are rewarded for successful leadership, KVASUL is highest,

followed by KAULIS. While respect is given to the librarian for his ideas and decisions, KAULIS is highest, followed by KVASUL.

The effectiveness of leadership and team spirit in the matter of library, which does not enhance teamwork, is found to be highest in KAUL, followed by KUL.

There is no significant difference in all other aspects as the significance level of ANOVA is greater than 0.05. But when all aspects of

leadership and team spirit are taken together, there is a significant variation to libraries as the significance level of MANOVA is less than 0.05. From the study, organizational climate related to leadership and team spirit is equivalent to the libraries of the universities.

Physical and Infrastructure Facilities

Table 5 depicts a university library wise perception of physical and infrastructural facilities.

Table 5 : University Library wise Perception of Physical and Infrastructural Facilities

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
The library is located in a congenial place.	3.83	3.68	3.19	3.54	3.83	4.00	4.00	3.83	2.392	0.022	3.506	0.000
Space of the library is insufficient to meet the purpose	2.72	3.07	3.19	3.49	2.74	3.33	2.00	4.67	5.372	0.000		
Lighting and ventilation, arrangement, and cleanliness are not good.	2.52	2.78	3.07	2.83	3.09	3.00	2.30	2.50	1.666	0.118		
The infrastructure facilities of the library are adequate.	3.15	3.12	3.52	3.14	2.26	3.27	4.30	4.00	5.876	0.000		
General amenities are adequate in the library	3.00	3.03	2.69	3.06	2.22	2.87	3.80	3.67	3.552	0.001		
Facilities for disabled people are not available in the library.	2.93	3.18	2.86	2.94	3.70	3.53	3.70	4.00	3.079	0.004		

Table 5 shows that physical and infrastructural facilities vary significantly among the university libraries as the significance levels of ANOVA are less than 0.05. In the matter of the location of the library KAULIS and SSUSL is found to be with the highest score followed by KAUL and KUL

and KVASUL. Insufficiency in the space of the library to meet the purpose, KVASUL is found to be highest, followed by CUSATL. The physical infrastructural facility is found to be highest in KAULIS, followed by KVASUL. Adequacy of general amenities is found to be highest in

KAULIS, followed by KVASUL. Non-availability for the facilities for disabled persons is found to be highest in KVASUL, followed by KAULIS and KAUL.

There is a significant difference in all other aspects of physical and infrastructural facilities except lighting and ventilation, arrangement, and cleanliness are not as good as the significance level of ANOVA is greater than 0.05. But when

all the aspects of physical and infrastructural facilities are taken together, there is a significant variation to libraries as the significance level of MANOVA is less than 0.05. From the analysis, organizational climate-related to physical and infrastructural facilities is significantly different.

Planning and Decision Making

Table 6 presents the university Library wise opinion about planning and decision making.

Table 6 : University Library wise Perception of Planning and Decision Making

Statements	Name of University Library								ANOVA		MANOVA	
	KUL	UoCL	MGUKL	CUSATL	KAUL	SSUSL	KAULIS	KVASUL	F	Sig.	F	Sig.
The management has a reputation for prompt and wise decisions.	3.45	3.65	3.45	3.51	2.74	3.67	3.60	4.00	3.403	0.002	1.865	0.001
Some supervisors hesitate to delegate their responsibility.	3.05	2.90	2.95	2.71	3.17	3.27	2.83	2.33	1.886	0.072		
The activities of the library are well-coordinated, and planning is appropriate.	3.41	3.62	3.43	3.69	2.70	3.40	3.50	4.00	4.620	0.000		
I am not allowed to participate sufficiently in the significant decisions that affect my work.	2.76	2.77	2.77	2.73	2.88	2.77	2.71	2.71	2.229	0.032		
I am free to express my views and suggestion in the decision-making process.	3.48	3.65	3.29	3.77	3.66	3.33	4.10	4.17	2.953	0.005		
Library professionals cannot solve problems without consulting with superiors.	3.12	3.11	3.00	2.77	3.33	3.44	3.33	2.33	2.104	0.044		

Table 6 shows that the reputation of management in the matter of prompt and wise decisions

KVASUL is found to be highest followed by SSUSL.

In the appropriate planning and coordination, it varies significantly among In the context of not allowing to participate sufficiently in taking significant decisions that affect the work of library professionals, KAUL is found to be highest, followed by MGUKL and KUL.

In expressing views and suggestions in the decision-making process, KVASUL is found to be the highest, followed by KAULIS. Unable to solve problems of library professionals without checking with superiors is found to be highest in SSUSL, followed by KAULIS and KAUL.

There is a significant difference in all other aspects of planning and decision making except the hesitation of supervisors to delegate the responsibility as the significance level of ANOVA is greater than 0.05. From the analysis, organizational climate-related planning and decision making is significantly different.

Al-Kurdia et al. (2020) reported that organizational climate has an influence on academics' knowledge sharing practices, and organizational leadership and trust had a positive relationship with knowledge sharing behaviour. Jahani et al.(2015) indicated that innovation, teamwork, customer service, psychological safety, and deep diversity have a role in the organizational climate.

FINDINGS

- The salient findings of the study are: -
- The study shows that organizational climate-related to university libraries of Kerala is significantly different.
- Communication and understanding, reward and recognition, interpersonal relationships, leadership, team spirit, physical and

infrastructural facilities, and planning and decision making have a significant influence on the organizational climate of university libraries in Kerala.

- The most important variables influencing organizational climate in the university libraries of Kerala to a very great extent are interpersonal relationships, physical and Infrastructural facilities, and planning and decision making. However, organizational climate related to leadership and team spirit is equivalent to the libraries.

CONCLUSION

The present study investigates the organizational climate of university libraries. The study finds that organizational climate related to university libraries in Kerala is significantly different. The study reveals that all the six factors selected for the study influence substantially the organizational climate. The study throws an insight into the fact that the most important factors influencing organizational climate are interpersonal relationships, physical and infrastructural facilities, and planning and decision making. The study shows that LIS professionals who belong to universities have different perceptions of organizational climate. The authorities of the universities have to pay attention to the factors to improve the status of the libraries and enhance the job motivation of the LIS professionals. The study is helpful in developing a sound organizational climate, improving job motivation, and taking policy decisions in the libraries. There is immense scope for studying organizational climate in libraries due to digital transformation and disruptive technologies. It is useful for assessing organizational outcomes and articulating possible

courses of action. The concerted efforts of all stakeholders of universities are essential to make the libraries a vibrant and unique organization.

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