



# TO STUDY THE ORGANIZATIONAL CLIMATE OF BIHAR JUDICIAL OFFICERS

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## ABSTRACT

To study the organisational climate of judicial officers of Bihar judicial services, 100 male and female judicial officers were selected to study the organisational climate of Bihar judicial services. For this purpose, organisational climate inventory was developed. In this inventory, 60 items are selected on 7 dimensions of organisational climate, to examine the organisational climate of judicial officers of Bihar judicial services. As per the interpretation of results the organisational climate of the female judicial officers was found to be higher than that of the male judicial officers, and the difference obtained between the two groups was also found to be significant at .01 level. Organisational climate plays an important role in judicial services as the effectiveness of judicial decisions and performance of judicial officers, which influence their style of work and enhance their performance and work engagement. therefore, in this research study developing a new model of organisational climate and it is clarified with the obtained results.

**Keywords:** Organizational climate, Job satisfaction, Judicial officers.

## Introduction

There are mainly three basic elements important and the organizational climate which is made to determine the functional nature: complexity, formalization, and centralization.

Complexity has a significant contribution to the organizational climate because under the organizational climate all the pending preference in the organization comes from all level, local and long discrimination. Under long differentiation, there is one level of Hierarchy of organizational climate and all level differentiation between different units of the organization based on the work done by them and the training and education which are done by the members of the unit. The overall level within an organizational structure is extremely Complex whereas special differentiation within the organizational environment refers

to the degree of dispersion within the organization, the greater the degree of dispersion within the organizational environment, the more complex the level of the organizational climate.

Formalization is one of such characteristics in the organizational climate, under which it is tried to find that the functions of the organization are performed by a particular rule and standard method of work. If the organization has more formalized rules, then the employees employed in that organization will have less tendency to work and how the work will be done. he will not have any role in this.

Centralization is based on structural climate, there is a limit that determines the working style of the Organisation. under centralization, the decision-making process is an important part of the organizational climate around which the decision-making process is centred. When the head of the organization takes all the important decisions without taking the opinion of his subordinates, the degree of centralization is found to be high in the organization. but if the responsibility of the persons employed in the decision-making process is considered important, then this process is called decentralization. There should be adequate coordination among the employees of different departments of the organization. The group activities in the initial years were simple, like arranging food, Physical security, as well as social security, which are gradually developing. Our society is an organizational society. The progress and welfare of the society depends on the organization

We act as members of society and continue to perform our role in society. So it can be said that organization plays a very vital role in our life. In an organization, we continue to perform our role in the form of employees, officers, managers, etc. Organizational climate is a term that we use to make a psychological study of the organization structure.

We are currently living in a time in which the Judiciary plays an important role. Our judicial system is experiencing some unprecedented pressure in terms of quality and quantity because while on the one hand there is pressure in the Judiciary for the smooth and successful conduct of the judicial process, on the other hand, there is also a shortage of staff and facilities in the judicial system. Due to which there is pressure on judges to maintain the quality of justice and solve the long-running judicial process. Good and effective judges give effective decisions by harmonizing the judicial process. For the smooth conduct of this challenging judicial process, the study of organizations like the Judiciary is extremely necessary as it is a sensitive, ethical, and just procedural environment. while in which the judges use their work efficacy and judicial process which is just fair and reasonable. In such a situation, the judges, showing their skills, Perform the judicial work in a proper and honest manner. His judicial organization is known for its uniqueness and its own organizational climate. Amidst the interactions taking place in the justice system, the judicial process has to go through between the judges, advocates as well as the victim and the accused. then it is decided that which is the situation of natural justice and how justice completes? It plays a Cooperative role in determining that there is an injustice to the aggrieved party and an efficient and peaceful climate for the determination of the said judicial process. The organizational climate largely influences the behavior of the person living and working in the environment. The working style and quality performance of judges completely affect the organizational environment.

Moran and Volkwein (1992) Describe that organizational climate is a prevalent characteristic of an organization that completely differs it apart from any other organization. In some characteristics we got that exploration of new technology, symbolizing the collective perceptions of members about their Organisation in relation to dimensions such as autonomy, trust, solidarity, support, recognition, and fairness. And Another characteristic of an organizational climate is that it depends on the interaction between employees and managers. Under the organizational climate, it is also determined that the situation can be explained on the basis of the requirement, which reflects the prevailing norms, values, and attitudes of the organizational climate. 10 as per the definition of Moran and Volkwein, we can say that the organizational climate is the work aimed at shaping the behavior of the employees within the organization.

Withal (1965), Studied that aims to enhance the representation of common emotional factors present in each individual level of emotion arising from experience and interpersonal interaction within the organizational climate

Organisational climate in the organisation, the individual sees his environment on the basis of values and acts accordingly. For example, the spirit of cooperation, leadership, trust, fairness as well as a Cooperative environment and commitment are also essential in an organisational climate (Cygler et al., 2018; Kostic-Bobanovic,2013; Saeed et al.,2019 Vitala et al., 2015). Steinke et al. (2015) stated that the organisational environment reflects the personal policies as well as their methodology, which are rewarded for the work by behaving in line with the human resources of the organisation. Ahmad et al (2018) and Sroka and Szanto (2018), shown in his research study, that along with efficient management of human resources, the process of performing effectively in organisational behaviour is considered as a significant component of organisational climate. As per the definition of Hamidianpour et al (2015) Organisational climate has a significant impact on the actions of employees in small and medium-sized organisations, thereby positively affecting entrepreneurship. but in medium-sized organisations employees are not managed in the way that they are expected to do. As per the definition of Strukelj et al., (2020) Stated that it is not necessary that the organisation must be small or big for the good operation of the organisation, but it is important for the development of the organisation that shows the relationship between the employees working in the organisation and managerial staff of the organisation. whether there is a state of harmony between the government and the management. the climate of the organisation is such or not. In this, all the employees and managerial staff functioned properly.

The success of an organization depends on the level of motivation of its employees. An important role of the Judiciary is to play a balancing role in creating a pleasant job negotiation, selection for the judges, for which the following factors are important among the judges, which are designed to make the organizational climate commensurate with their job.

## Statement of the Problem

“A study of organisational climate among judicial officers of Bihar Judicial Services”

### Objectives of the study:

Following are the objectives of the study:

- To study the organizational climate as expressed by the male and female Judicial officers of Bihar Judicial Services

### Hypothesis:

- There would be significant difference among male and female judicial officers on organisational climate.

## Research Methodology

### Sample

In order to check the present investigation a group of 100 male and 100 female judicial officers are selected from Bihar Judicial Services having at list 5 years of Judicial experience.

### Tools

#### General information schedule:

It consists of items name, address, age, educational qualification, duration of service and present post of job.

#### Organisational Climate Inventory:

In order to observe the organisational climate of the judicial officers, an inventory was prepared in which 55 questions were selected to investigate the organisational climate of the judicial officers. This inventory has 55 items to answer on a 5point scale with 7 domains ranging from 1 to 5. These dimensions are Job security, opportunity, intrinsic aspects of a job, physical working conditions, adjustment, absenteeism and job satisfaction. Some items were scored as 1,2,3,4,5, and some items were scored in reverse order. high scores in the scale indicate good organisational culture.

### Result and Discussion:

Organisational climate plays an important role in judicial services and the need of organisational climate is very much for execution of judicial performance. Present research study seven factors have been analysed to describe the organisational climate of judicial officers. Dimensions of organisational climate scale mentioned the following factors: job security, opportunity, intrinsic aspects of job, physical working conditions, adjustment, absenteeism, job satisfaction and over on organisational climate.

**Table: Statistical description of Male and Female Judicial Officers on Organizational Climate:**

SN	Dimensions of OC	Male M (100)	SD	Female M (100)	SD	t-test	Sig.
1	Job Security	12.53	8.50	9.04	7.38	-6.06**	0.01
2	Opportunity	8.65	7.60	12.46	9.50	5.80**	0.01
3	Intrinsic aspects of Job	7.19	6.50	12.17	8.17	-6.29**	0.01
4	Work Engagement	5.87	7.82	10.89	8.67	-8.46 **	0.01
5	Employee Motivation	3.46	1.29	3.018	1.187	-1.986	NS
6	Employee Relation	4.75	4.62	9.10	6.30	- 4.25**	.01
7	Job satisfaction	7.60	5.35	4.66	4.60	-5.34**	0.01
8	overall	30.26	12.053	31.69	12.38	-2.58**	.05

Job security in the judicial officer has a direct relationship with the organisational climate. Judicial officers need adequate production in their work environment because when the guilty persons are sentenced. they do not have a feeling of enmity towards the judicial officer. Sometimes this situation becomes so frightening that their criminal even attacks them. In such a situation they are in need of safety and security in the working environment. Due to this reason judicial officers have been provided with adequate Security at the workplace. and the result they fearlessly pronounce their decision in a fair manner. Therefore, job security is an important part of the organisational climate because then the judge is unsafe at his workplace, he will not be able to take their decisions fearlessly and his work attitude will not be favourable, due to which he will find lack of job satisfaction. Organisational psychologists believe that when individuals are provided with security in the work environment, they develop a sense of superiority. As a result, they can work according to their efficiency and capability. Security has been considered important and founded the first dimension of organisational climate. the observation of which is clear from table. (Male: 12.53, 8.50, Female: 9.04,7.38, t- value -6.06\*\*). It is clear from the results obtained that the job security towards their work is felt more in Male judicial officers rather than their counterparts. Job security has been found to be higher in their judicial officers as compared to the officers of the female group. This is because the feeling of fear what's the work environment is found more in female judicial officers. After calculating the mean t-test were also calculated and found that t-test for the present dimension significantly differs on the dimension of job security.

Opportunity. The other dimension of organisational climate scale which describes the organisational climate among judicial officers. Judicial officers delete that their selection in the judicial services is an opportunity for the protection of the public because then criminal activities are controlled in the society, the fear of the justice system previous among the criminals, as a result of which the criminal activities are to some extent

control can be found due to organisational climate. It is also necessary to pay attention to the opportunity of advancement while working in the judicial service. the working style of a judicial officer provides opportunities for advancement of their job. like the judicial officer takes action of the pending cases in the fourth and settles them letter or keeps the judicial process pending. So the working style of the judicial officer also affects his organisational climate. Judicial officers believe that there are ample opportunities for advancement in their judicial service. This opportunity depends on their working style. Therefore, their organisational climate is also favourable in such situations. In terms of opportunities for advancement the mean of female judicial officers has been found to be high. the reason for this is that the achievement requirement in them is more intense than that of male judicial officers. Along with this, the mobility of getting a high position in the work environment is also found in them. After calculating the Mean and SD values of male and female judicial officers, the comparison is also made to check the significance of difference between these two and it is also found significant at .01 level. ( Male: 8.65,7.60, Female: 12.46,9.50, t- value 5.80\*\*)

Intrinsic aspects of job: The other dimension of organisational climate is intrinsic aspects of job. In this dimension there are many factors related to the working conditions in the judicial services such as the organisational commitment is affected due to the intrinsic atmosphere of the job. A judicial officer likes his work because he has sufficient ability for his job. At the same time, they are also trained according to the need from time to time, so that they can be aware of the current judicial facts and in the present context, being aware of the landmark judgements given by the high court and the supreme court, they can execute their judicial process accordingly .Table shows that female judicial officers have higher intrinsic aspects of job rather than male judicial officers because, when the judicial officer performs his work with safety, then his life Prestige increases and the tendency to work develops. but female judicial officers have a positive attitude towards their work. due to which female judicial officers have a more favourable attitude in their judicial environment. The present study confirms that the intrinsic aspect of job has been found to be higher in female judicial officers towards their judicial work. The t ratio between male and female judicial officers are found to significantly differ at 0.01 level. (Male: 7.19, 6.50, Female: 12.17, 8.17. t- value -6.29\*\*)

Work Engagement is another dimension of organisational climate. It is a very important dimension because if the environment of any organisation is favourable, then the officers in that organisation will do their work more diligently. Under favourable working conditions, temperature, illumination, ventilation, canteen facility, parking, convenience and other similar factors have an effect on the work attitude of the organisational climate. When the above facilities are favourable, then the judicial officer works faithfully towards his work. but if such facilities are not conducive then their work attitude is affected decisively. From the observation of the mean on the dimension of physical working condition it is shows that the work attitude of female judicial officers has been found to be more affected by the working conditions then the main judicial officers and if the physical working condition is not found good than the work of female judicial officers is also badly affected because by less physical working conditions. As per the result of table 1 it shows that female judicial officers depend on their physical working conditions and their work attitude is negatively affected by poor working conditions. So the organisational climate is negatively affected in

female judicial officers due to their physical working conditions. On the dimension of work engagement, the found t ratio is also significant at 0.01 level. (Male: 5.87, 7.82, Female: 10.89, 8.67, t- value -8.46\*\*) Employee motivation is another dimension of organisational climate. Organisational climate helps employees to adjust with their working conditions with working attitudes. When the judicial officer functionaries get to support their subordinate staff and other Associates, they are able to develop a healthy and conducive climate towards the organization. On the dimension of adjustment of male judicial officers was found to be better from their counterparts. The ability to adjust with the circumstances in the male judicial officers is greater than the female judicial officers. It shows that there are some adjustment problems in female judicial officers regarding their staff, circumstances and as well as organisational climate. To check the significance of difference in the study T test were also calculated and found not significant.

(Male: 3.46, 1.29, Female:3.018,1.187, t- value -1.986)

Sixth dimension of organisational climate is Employee Relations in the work environment shows and others think that the organisational climate of the person is not good and he is not interested in the work. Employee relations in Judicial Service means a considerable influence in working situation which is positively affected to the persons. On the dimension of employee relation, it was observed that the female judicial officers remained more friendly with their working counterparts for her work compared to male judicial officers. The main reason for this is also that females have to look after the household activities in addition to their workplace responsibilities. The responsibility of the family and children rests on them, which they have to take care off. Female judicial officers have to strike a balance to discharge their domestic rules as well as the responsibilities of the work environment. From the obtained mean of table, it is visible that the trend in percentage is more visible among female judicial officers hence their mean is higher rather than their counterpart. which shows that Male judicial officers have a lesser percentage with their office bearers. The found t ratio is also significant at 0.01 level. ( male : 4.75, 4.67, female : 9.10, 6.30, t- value -4.25\*\*)

The last dimension of organisational climate is job satisfaction. which is a very important dimension of organisational climate. Because the success of any organisation is based on the dimension of job satisfaction. Job satisfaction is not only developed attitude towards work but also developed organisational climate towards other related aspects of life. Job satisfaction is determined by the extent to which officers are expecting and meeting their needs or not. Job satisfaction is an emotional response to a work situation or organisational climate as such cannot be seen directly but can be inferred from the behaviour of the executive that when an officer says that he or she has high Cooperative satisfaction, it means that judicial officer generally likes his work and values his work and has a positive attitude towards it. The result observed in table 1 which shows that it male judicial officers are more satisfied with their job conditions and organisational climate.9 male: 7.60, 5.35, female: 4.66, 4.60, t- value -5.34\*\*)

After observing the all dimensions of organisational climate, the overall organisational climate was also calculated and found that female judicial officers are more involved in their work environment. Among all dimensions of organisational climate, female judicial officers are higher than male judicial officers. On the other hand, in the dimension of opportunity, the intrinsic aspects of job female judicial officers are higher

than male judicial officers. The overall result shows that the female judicial officers are better adjusted with their organisational climate. ( male: 30.26, 12.053, female: 31.69, 12.38, t-value -2.58\*)

### **Conclusion and Suggestions:**

The organisational climate of judicial services is very important. because it is an ethical and moral subject under which the judicial officer has to work keeping the moral values and ideas accordingly. The organisational climate is not conducive to the work of the judicial officer then the quality of work will also increase. A collaborative organisation spirit, environment of employees to work efficiently in a work environment and a conducive organisational environment creates a foundation of efficiency in work and performance of judicial services. Judicial officers do not consider the helpless worker as their only profession, now they consider their work as a passion and enjoy it. So organisational climate can be considered Aise predictable organisational productivity and performance of any kind of organisation. In present study we describe seven dimensions of organisational climate which has been used for the study of the effects of organisational climate on performance of judicial officers of Bihar judiciary. In present study the male officers of Bihar judiciary in reference to job satisfaction received more satisfaction than female judicial officers, which shows that they found a sense of security for their work more than female judicial officers. The second dimension of organisational climate is opportunity, in which it is clear from the parallel of the table that the female judicial officers consider work as an opportunity. Intrinsic aspects of the job include absence from their workplace, promotion, working hours show that the female judicial officers have been found to be more intrinsically related to their job. Which is making it clear that they have been shown work efficiency in the internal context of work. In the dimension of work engagement of working style, leadership capacity of female officers in their workplace, engagement with their jobs, work commitment was found to be positively more than that of male judicial officers and the difference between the two means was also found to be significantly differ. To observe the organisational environment of the judicial officers the level of motivation was also studied in them and in the result it was seen that the work motivation among the female judicial officers was found to be higher than that of the male judicial officers and they paid more attention to their work. The job satisfaction and dignity of the organisational climate under which the judicial officers are observed to be satisfied in their present organisational climate. From the observation of this dimension, it is clear that male judicial officers appeared more satisfied in their work environment. Studies confirm that job satisfaction is significantly related to employees' mood, attitudes and behaviour as well as their job satisfaction levels (Abdul Karim, 2013). Organisational climate positively related to job satisfaction and commitment (Castro and Martins 2010). The work environment of the employees also increases their motivation, place of engagement and promotion, productivity, job satisfaction, Quality of work, organisational performance as well as organisational effectiveness and the problems in the organisational climate are reduced.

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