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ORGANIZATIONAL CLIMATE SURVEY IN POLITEKNIK KUCHING SARAWAK

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Abstract

Background: Organizational climate is the set of perceptions shared by employees who occupy the same workplace. The survey set out to empirically examine the organizational climate of the Politeknik Kuching Sarawak (PKS). The main objective has been to help management understand how employees think and feel as contributing members of their organizations. With a clear picture of their attitudes, the management will able to develop an action plan with specific solutions that tackle any areas of concern or in need of improvement. **Method:** The study was a descriptive survey, which involved the collection of information in a structured questionnaire. The sample consisted of 487 employees of PKS from work functional of academic and non-academic staffs. **Results:** A total of 320 completed and usable were returned. This gives a response rate of 65.71%, where, 66.94% are from academic staffs and 61.86% from non-academic staffs. The proposed scale consists of 50 Likert-type items, with an alpha coefficient of 0.969. **Conclusions:** The study revealed that employee at PKS considered all the ten sections in the organizational climate investigated in this study are favorable. Overall, all the respondents have a high view of the organization climate of PKS.

Keywords: Organizational Climate Survey, organizational culture, organizational climate, Politeknik Kuching Sarawak

1.0 Introduction

An organizational climate study enables a successful organization to operate more efficiently through the use of worker input and satisfaction ratings. A better climate at work not only makes people more motivated but can improve bottom-line performance too. Leaders make the biggest difference on this important indicator, so helping them to understand the climate they experience and the climate they create is a key step on the road to better overall performance.

Culture and climate has been shown to shape the attitudes of workers to knowledge initiatives, and the extent to which they are prepared to use and share their knowledge (Hislop, 2005). Mission, vision, and values steer the organization and the culture but are also a way of communicating to both current and potential employees. To have the best employees, organization should strive to inspire through their mission and vision.

2.0 Literature Review

2.1 Organizational Climate

The organizational climate is a reflection of thoughts, perceptions, emotions and feelings if people. Climate surveys give employees a voice to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. By identifying areas of inefficiency and acting on performance barriers identified by employees of all levels, an organization gains a fresh and different perspective. It is believed to increase productivity. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and therefore, increased productivity.

Concept of organizational climate is to enables the industrial/organizational psychologist to identify how the organization is a psychologically meaningful environment for individual organization members. Organizational climate can be viewed as that which is represented by the employees' perceptions of the objective characteristics of an organization. Organizational climate studies the employees' perceptions and perspectives of an organization. The surveys address attitudes and concerns that help the organization work with employees to instill positive changes (Gupta, 2008).

As Tagiuri and Litwin point out (1968), there is no universal set of dimensions or properties for organizational climate. According to (Asif, 2011; Denison, 1996; Ostroff, Kinicky, & Tamkins, 2003), organizational climate (OC) is a fundamental construct in work and organizational settings, as it provides an appropriate context for studying organizational behaviour, allowing the exploration of individual and group behaviours.

In the questionnaire, the following sections were covered: (B) Organization Design, (C) Individual Job Characteristics, (D) Co-Worker Relations, (E) Culture/Work Environment, (F) Top Management, (G) Head of Department/Unit, (H) Work Processes, (I) Communications, (J) Technology, and (K) Customer Satisfaction.

3.0 Methodology

All of 487 staffs of PKS as at October 2014 were invited to take part in this study. A total of 8 academic departments and 13 non-academic departments have consented to participate in this research project. A total of 487 sets of questionnaires were distributed to representative of each departments and units. A duration of three weeks was established for respondents to complete the questionnaires by 17 November 2014. From all the 487 sets questionnaires distributed, a total of 320 completed and usable sets questionnaires were returned to the researchers. This gave a response rate to 65.71%, where, 66.94% are from academic staffs and 61.86% from non-academic staffs.

The 10-section of organizational climate was used in this study. Responses on the dimension of organizational climate are on 5-point agree-disagree scales, and the average of the five responses is calculated. Out of fifty five questions, fifty questions are based on a 5-point scale, where 1 was rated as strongly disagree, 2 was disagree, 3 was neither disagree or agree, 4 was agree and 5 was strongly agree. Besides, there were 4 questions asked about the profile of the respondent. At the end of the questionnaire, the respondent was asked to comment or give suggestion in the comments/suggestions part.

The questionnaire for this study was subjected to rigorous screening and had undergone several modifications. Dual-language was used in order to get the respondents to understand the questions asked either in English or Bahasa Melayu. It is very vital to translate into other language as it is connected either as an action or as a result of action. Interlingual translation can be defined as the replacement of elements of one language, the domain of translation, by equivalent elements of another language, the range (Oettinger, 1960).

In seeking answers to the research questions, descriptive statistics of the construct was computed by using the SPSS software version 20.

A reliability assessment of this study allows us to determine how precisely the questionnaire measures the safety climate factors. The most common approach to a reliability assessment is

estimation of the study item's internal consistency with the Cronbach's alpha coefficient (Cronbach, 1951). The Cronbach alpha coefficient determines the extent to which item responses obtained correlate highly with each other. The widely-accepted rule is that Cronbach alpha coefficient should be 0.70 or higher for a set of items to be considered a scale.

4.0 Results and Discussions

Table 1. Section A: Individual Profile

Characteristics	Subgroup		N	% of Sample
Functional Work Group	Academic staffs	320	246	76.88
	Non-academic staffs		74	23.13
Gender	Male	320	156	48.75
	Female		164	51.25
Age Range	20-39 years old	320	62	19.38
	30-39 years old		200	62.50
	40-49 years old		47	14.69
	50 years old and above		11	3.44
Highest Level of Education	Master's Degree or higher	320	101	31.56
	Bachelor's Degree		169	52.81
	Diploma/STPM		18	5.63
	SPM		22	6.88
	Others		10	3.13

Overall, the response rate was 65.71% (320 out of 487 staffs). As shown in Table 1, two hundred forty-six (76.88%) respondents are academic staffs and seventy-four (23.13%) respondents are non-academic staffs. One hundred fifty-six (48.75%) are male staffs and one hundred sixty-four (51.25%) are female staffs. Under the age group range, we categorized them into four categories; sixty-two (19.38%) respondents are from age group ranging from 20 to 39 years old, two hundred (62.50%) respondents are from the age ranged of 30 to 39 years old, forty-seven (14.69%) respondents are between the age of 40 to 49 years old and eleven (3.44%) respondents are 50 years old and above.

As for highest level of education, we categorized them into five categories; one hundred one (31.56%) respondents possess master's degree or higher qualifications, one hundred sixty-nine (52.81%) respondents possess bachelor's degree qualifications, eighteen (5.63%) respondents possess a diploma or STPM qualifications, twenty-two (6.88%) respondents are possess SPM qualifications, and ten (3.13%) respondents are possess others qualifications.

Table 2. Reliability test, means and standard deviation for each Section

Section	Cronbac h alpha	Cronbach's Alpha Based on Standardise d Items	N of Items	Mean	SD
Section B: Organization Design	0.852	0.852	5	3.8881	0.1468
Section C: Individual Job Characteristics	0.855	0.855	5	3.9525	0.1488
Section D: Co-worker Relations	0.882	0.883	5	3.8656	0.1762
Section E: Culture Work Environment	0.893	0.894	5	3.7256	0.1725
Section F: Top Management	0.863	0.860	5	3.7187	0.1873

Section G: Head of Department/Unit	0.940	0.941	5	3.8438	0.1732
Section H: Work Processes	0.848	0.849	5	3.9025	0.1409
Section I: Communications	0.844	0.446	5	4.0706	0.1419
Section J: Technology	0.930	0.933	5	3.5631	0.1873
Section K: Customer Satisfaction	0.863	0.867	5	3.9575	0.1607
Overall	**0.969**	**0.970**	**50**	**3.8488**	

Each focus section measures different theoretical construct, thus separate reliability analyses were conducted on each focus section scale (e.g. Group of questions that measure a communication area). From the Table 2, the reliability analysis shows that the Cronbach alphas of the ten sections scales range from 0.844 to 0.940, while overall was at a 0.969 alpha coefficient. These results indicate a very high level of reliability of the study instrument.

The overall rating (e.g. mean score) for every section is 3.8488 on a 5-point scale. All the ratings of the organizational climate focus areas for PKS are in the range of 3.5631 to 4.0706. A rating of 4.0000 or higher would indicate that, on average, there is agreement with statements that describe a positive climate. Ratings less than 4.0000 are generally considered less than desirable, reflecting only moderate agreement among employees that desirable climate characteristics exist within their workplace, and indicate a need for growth.

Of the 10 sections, only Section I: Communications provided scores significantly above average which is 4.0706. The other 9 sections attained ratings below 4.0000 are rank accordingly from highest to lowest mean score. These sections include: (K) Customer Satisfaction (3.9575), (C) Individual Job Characteristics (3.9525), (H) Work Processes (3.9025), (B) Organization Design (3.8881), (D) Co-Worker Relations (3.8656), (G) Head of Department/Unit (3.8438), (E) Culture Work Environment (3.7256), (F) Top Management (3.7187), and (J) Technology (3.5631).

Table 3. **Areas of Agreement: Top Ten**

Item	Questionnaire	N	Mean	SD	% Level of Agreement
K50	We understand the specific needs of our customers.	320	4.1500	0.6154	92.19%
I43	Interpersonal communication and relationship contribute to organizational performance.	320	4.2125	0.6470	91.88%
I44	Our face-to-face meetings are productive.	320	4.2188	0.7097	90.63%
K51	We are focused on delivering high-quality products/services.	320	4.1156	0.6594	89.69%
I42	When I need help, I can ask others in my workgroup for suggestions or ideas.	320	4.0969	0.7038	89.06%
B5	The organization's goals and objectives are clear to me.	320	4.1094	0.7410	85.63%
I41	I am clear on how my job supports the department's overall objectives.	320	3.9813	0.6527	84.38%
H35	I am clear on how best to perform my work tasks.	320	3.9875	0.6856	83.75%
C14	My work adds value to the organization.	320	4.0344	0.7441	82.50%
C11	My skills and abilities are fully utilized in my current job.	320	4.0000	0.7878	81.25%

Since items in the study in Table 3 are worded as positive statements, favorable responses are those which agree with study items. Therefore, the top areas of agreement represent aspects of the organizational climate in which the organization indicated the most favorable responses.

For item K50, two hundred twenty-five academic staffs (91.46%), and seventy non-academic staffs (94.59%); one hundred forty male staffs (89.74%) and one hundred fifty-five female staffs (94.51%); fifty-six staffs aged 20 to 29 years old (90.32%), one hundred eighty-two staffs aged 30 to 39 years old (91.00%), forty-six staffs aged 40 to 49 years old (97.87%) and eleven staffs aged 50 years and above (100%); and ninety-one respondents (90.09%) possess a masters or higher education level, one hundred fifty-seven respondents (92.90%) owns a bachelor's degree agree, sixteen respondents (88.89%) owns a diploma/STPM, twenty-one respondents (95.45%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item I43, two hundred twenty-seven academic staffs (92.28%) and fifty non-academic staffs (67.57%); one hundred forty male staffs (89.74%) and one hundred fifty-seven female staffs (93.90%); fifty-seven staffs aged 20 to 29 years old (91.94%), one hundred eighty-two staffs aged 30 to 39 years old (91.00%), forty-four staffs aged 40 to 49 years old (93.62%) and eleven staffs aged 50 years and above (100%); and ninety respondents (89.11%) possess a masters or higher education level, one hundred fifty-nine respondents (94.08%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, twenty-one respondents (95.45%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item I44, two hundred twenty-four academic staffs (91.06%) and sixty-six non-academic staffs (89.19%); one hundred thirty-eight male staffs (88.46%) and one hundred fifty-two female staffs (92.68%); fifty-five staffs aged 20 to 29 years old (88.71%), one hundred eighty-two staffs aged 30 to 39 years old (91.00%), forty-two staffs aged 40 to 49 years old (89.36%) and eleven staffs aged 50 years and above (100%); and eighty-nine respondents (88.12%) possess a masters or higher education level, one hundred fifty-seven respondents (92.90%) owns a bachelor's degree agree, fifteen respondents (83.33%) owns a diploma/STPM, twenty respondents (90.91%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

For item K51, two hundred nineteen academic staffs (89.02%) and sixty-eight non-academic staffs (91.89%); one hundred thirty-five male staffs (86.54%) and one hundred fifty-two female staffs (92.68%); eighty-eight staffs aged 20 to 29 years old (87.13%), one hundred fifty-four staffs aged 30 to 39 years old (91.12%), forty-four staffs aged 40 to 49 years old (93.62%) and eleven staffs aged 50 years and above (100%); and fifty-seven respondents (56.43%) possess a masters or higher education level, one hundred three respondents (60.95%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, twenty-one respondents (95.45%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item I42, two hundred nineteen academic staffs (89.02%) and sixty-eight non-academic staffs (91.89%); one hundred thirty-four male staffs (85.90%) and one hundred fifty-one female staffs (92.07%); forty-two staffs aged 20 to 29 years old (83.87%), one hundred seventy-eight staffs aged 30 to 39 years old (89.00%), forty-four staffs aged 40 to 49 years old (93.62%) and ten staffs aged 50 years and above (90.91%); and eighty-eight respondents (87.12%) possess a masters or higher education level, one hundred fifty respondents (88.76%) owns a bachelor's degree agree, sixteen respondents (88.89%) owns a diploma/STPM, twenty-one respondents (95.45%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item B5, two hundred twelve academic staffs (86.18%) and sixty-two non-academic staffs (83.78%); one hundred thirty male staffs (83.33%) and one hundred forty-four female staffs (87.80%); fifty-one staffs aged 20 to 29 years old (82.26%), one hundred seventy-four staffs aged 30 to 39 years old (87.00%), thirty-eight staffs aged 40 to 49 years old (80.85%) and eleven staffs aged 50 years and above (100%); and eighty-four respondents (83.17%) possess a masters or higher education level, one hundred forty-seven respondents (86.98%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, nineteen respondents (86.36%) owns a SPM and eight respondents (80%) owns other certificates agree with the statement.

For item I41, two hundred nine academic staffs (84.96%) and sixty-one non-academic staffs (82.43%); one hundred twenty-eight male staffs (82.05%) and one hundred forty-two female staffs (86.59%); fifty-three staffs aged 20 to 29 years old (85.48%), one hundred sixty-four staffs aged 30 to 39 years old (82.00%), forty-two staffs aged 40 to 49 years old (89.36%) and eleven staffs aged 50 years and above (100%); and eighty-two respondents (81.19%) possess a masters or higher education level, one hundred forty-six respondents (86.39%) owns a bachelor's degree agree, fourteen

respondents (77.78%) owns a diploma/STPM, eighteen respondents (81.82%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item H35, two hundred two academic staffs (82.11%) and sixty-six non-academic staffs (89.19%); one hundred twenty-nine male staffs (82.69%) and one hundred thirty-nine female staffs (84.76%); fifty-two staffs aged 20 to 29 years old (83.87%), one hundred sixty-five staffs aged 30 to 39 years old (82.50%), forty-one staffs aged 40 to 49 years old (87.23%) and ten staffs aged 50 years and above (90.91%); and eighty-seven respondents (86.14%) possess a masters or higher education level, one hundred thirty-five respondents (79.88%) owns a bachelor's degree agree, fifteen respondents (83.33%) owns a diploma/STPM, twenty-one respondents (95.45%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item C14, two hundred academic staffs (81.30%) and sixty-three non-academic staffs (85.13%); one hundred twenty-five male staffs (80.13%) and one hundred thirty-eight female staffs (84.14%); fifty-two staffs aged 20 to 29 years old (83.87%), one hundred fifty-five staffs aged 30 to 39 years old (77.50%), forty-five staffs aged 40 to 49 years old (95.74%) and eleven staffs aged 50 years and above (100%); and eighty-three respondents (82.18%) possess a masters or higher education level, one hundred thirty-eight respondents (81.66%) owns a bachelor's degree agree, thirteen respondents (72.22%) owns a diploma/STPM, nineteen respondents (86.36%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

For item C11, one hundred ninety-five academic staffs (79.67%) and sixty-four non-academic staffs (86.49%); one hundred twenty male staffs (76.92%) and one hundred forty female staffs (85.37%); fifty-one staffs aged 20 to 29 years old (82.26%), one hundred fifty-eight staffs aged 30 to 39 years old (79.00%), forty staffs aged 40 to 49 years old (85.11%) and eleven staffs aged 50 years and above (100%); and eighty respondents (79.21%) possess a masters or higher education level, one hundred thirty-five respondents (79.88%) owns a bachelor's degree agree, fifteen respondents (83.33%) owns a diploma/STPM, twenty respondents (90.91%) owns a SPM and ten respondents (100%) owns other certificates agree with the statement.

Table 4. Areas of Agreement: Bottom Ten

Item	Questionnaire	N	Mean	SD	% Level of Agreement
J45	My department has adequate tools and technologies to perform our work.	320	3.2469	1.0194	47.81%
F27	Top management treats employees fairly.	320	3.4313	0.9242	53.75%
F29	I believe Top management appreciates the work I do.	320	3.5281	0.9365	59.38%
E24	Employees speak highly about this organization.	320	3.6219	0.8624	62.19%
E20	I feel valued as an employee.	320	3.6563	0.8821	64.38%
K54	Customers regularly tell us that we are doing a great job.	320	3.7094	0.8035	64.69%
J46	The technology we use supports our business processes.	320	3.5688	0.9106	65.00%
J49	Our technology is reliable and works when we need it to work.	320	3.5844	0.9364	65.00%
G33	My head of department/unit serves as a positive role model for me.	320	3.6939	0.9462	65.63%
D19	When disagreements happen, they are addressed promptly in order to resolve them.	320	3.6625	0.8809	65.94%

Table 4 shows the ten areas of least agreement with instrument items identify the combined lack of support for survey items among all employees.

For item J45, one hundred academic staffs (40.65%), and fifty-three non-academic staffs (71.62%); eighty-three male staffs (53.21%) and seventy female staffs (42.68%); thirty-two staffs aged 20 to 29 years old (51.61%), ninety staffs aged 30 to 39 years old (45%), twenty-three staffs aged 40 to 49 years old (48.94%) and eight staffs aged 50 years and above (72.72%); and forty-six respondents (45.54%) possess a masters or higher education level, seventy-three respondents (43.20%) owns a bachelor's degree agree, eleven respondents (61.11%) owns a diploma/STPM, fifteen respondents (68.18%) owns a SPM and eight respondents (80%) owns other certificates agree with the statement.

For item J27, one hundred twenty-one academic staffs (49.19%) and fifty non-academic staffs (67.57%); eighty-eight male staffs (56.41%) and eighty-three female staffs (50.61%); thirty-six staffs aged 20 to 29 years old (58.06%), ninety-nine staffs aged 30 to 39 years old (49.50%%), twenty-six staffs aged 40 to 49 years old (55.32%) and ten staffs aged 50 years and above (90.91%); and forty-eight respondents (47.52%) possess a masters or higher education level, ninety-one respondents (53.85%) owns a bachelor's degree agree, eleven respondents (61.11%) owns a diploma/STPM, thirteen respondents (59.09%) owns a SPM and eight respondents (80%) owns other certificates agree with the statement.

For item J29, one hundred thirty-six academic staffs (55.28%) and fifty-three non-academic staffs (71.62%); ninety-one male staffs (58.33%) and ninety-eight female staffs (59.76%); forty-one staffs aged 20 to 29 years old (66.13%), one hundred eleven staffs aged 30 to 39 years old (55.50%), twenty-eight staffs aged 40 to 49 years old (59.57%) and nine staffs aged 50 years and above (81.82%); and fifty-four respondents (53.47%) possess a masters or higher education level, one hundred respondents (59.17%) owns a bachelor's degree agree, twelve respondents (66.67%) owns a diploma/STPM, fifteen respondents (68.18%) owns a SPM and eight respondents (80%) owns other certificates agree with the statement.

For item E24, one hundred forty-seven academic staffs (59.75%) and fifty-two non-academic staffs (70.27%); ninety-four male staffs (60.26%) and one hundred five female staffs (64.02%); thirty-six staffs aged 20 to 29 years old (58.06%), one hundred twenty-four staffs aged 30 to 39 years old (62.00%), thirty staffs aged 40 to 49 years old (63.83%) and nine staffs aged 50 years and above (81.82%); and fifty-seven respondents (56.43%) possess a masters or higher education level, one hundred three respondents (60.95%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, sixteen respondents (72.73%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

For item E20, one hundred fifty-two academic staffs (61.79%) and fifty-four non-academic staffs (72.97%); one hundred eight male staffs (69.23%) and ninety-eight female staffs (59.76%); forty-three staffs aged 20 to 29 years old (69.35%), one hundred twenty-five staffs aged 30 to 39 years old (62.50%), twenty-nine staffs aged 40 to 49 years old (61.70%) and nine staffs aged 50 years and above (81.82%); and sixty-three respondents (62.38%) possess a masters or higher education level, one hundred six respondents (62.72%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, fourteen respondents (63.64%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

For item K54, one hundred fifty-seven academic staffs (63.82%) and fifty non-academic staffs (67.57%); one hundred three male staffs (66.02%) and one hundred four female staffs (63.41%); forty staffs aged 20 to 29 years old (64.2%), one hundred thirty-two staffs aged 30 to 39 years old (66.00%), twenty-seven staffs aged 40 to 49 years old (57.45%) and eight staffs aged 50 years and above (72.72%); and fifty-eight respondents (57.43%) possess a masters or higher education level, one hundred ten respondents (65.09%) owns a bachelor's degree agree, sixteen respondents (88.89%) owns a diploma/STPM, fifteen respondents (68.18%) owns a SPM and eight respondents (80%) owns other certificates agree with the statement.

For item J46, one hundred forty-eight academic staffs (60.57%) and sixty non-academic staffs (81.08%); one hundred three male staffs (66.02%) and one hundred five female staffs (64.02%); thirty-nine staffs aged 20 to 29 years old (62.90%), one hundred twenty-seven staffs aged 30 to 39 years old (63.50%), twenty-two staffs aged 40 to 49 years old (68.09%) and ten staffs aged 50 years and above (90.91%); and sixty-four respondents (63.37%) possess a masters or higher education level, one hundred four respondents (61.54%) owns a bachelor's degree agree, twelve respondents (66.67%)

owns a diploma/STPM, nineteen respondents (86.36%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

For item J49, one hundred forty-nine academic staffs (40.65%) and fifty-nine non-academic staffs (79.73%); one hundred four male staffs (66.67%) and one hundred four female staffs (63.41%); thirty-eight staffs aged 20 to 29 years old (61.29%), one hundred twenty-eight staffs aged 30 to 39 years old (64.00%), twenty-two staffs aged 40 to 49 years old (68.09%) and ten staffs aged 50 years and above (90.91%); and sixty-three respondents (62.38%) possess a masters or higher education level, one hundred five respondents (62.13%) owns a bachelor's degree agree, thirteen respondents (72.22%) owns a diploma/STPM, eighteen respondents (81.82%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

For item G33, one hundred fifty-eight academic staffs (64.23%) and fifty-two non-academic staffs (70.27%); ninety-six male staffs (61.54%) and one hundred fourteen female staffs (69.51%); forty-one staffs aged 20 to 29 years old (66.13%), one hundred thirty staffs aged 30 to 39 years old (65.00%), twenty-eight staffs aged 40 to 49 years old (59.57%) and eleven staffs aged 50 years and above (100%); and sixty-two respondents (61.39%) possess a masters or higher education level, one hundred eleven respondents (65.68%) owns a bachelor's degree agree, thirteen respondents (72.22%) owns a diploma/STPM, seventeen respondents (77.27%) owns a SPM and seven respondents (70%) owns other certificates agree with the statement.

For item D19, one hundred fifty-five academic staffs (63.00%) and fifty-six non-academic staffs (75.68%); ninety-six male staffs (61.15%) and one hundred fifteen female staffs (70.12%); forty-five staffs aged 20 to 29 years old (72.58%), one hundred thirty staffs aged 30 to 39 years old (65.00%), twenty-seven staffs aged 40 to 49 years old (57.45%) and nine staffs aged 50 years and above (81.82%); and sixty respondents (59.41%) possess a masters or higher education level, one hundred twelve respondents (66.27%) owns a bachelor's degree agree, fourteen respondents (77.78%) owns a diploma/STPM, sixteen respondents (72.73%) owns a SPM and nine respondents (90%) owns other certificates agree with the statement.

As final questions all respondents were asked to provide suggestions for what they would have to improve performance across the organization. A total of 102 comments were collected from all the 320 respondents. 90.20% of respondents (n=92) provided specific suggestions for improvement, while 9.80% (n=10) provided general comments.

These specific comments were analyzed to identify common themes or key categories. The comments were categorized according to the respective sections in the questionnaires are putting in rank.

1. Facilities and infrastructure provided by the organization
Respondents expressed their frustration with the educational resources provided by the organization that are limit them to perform their duties. They feel that the equipment and the tools like LCD projector, laptop, computer lab, and the Internet are not enough for the large number of students. The respondents also commented on the facilities in the classroom, office and hostel. For instance, some of the old facilities in the lab are obsolete which is no longer used by the industry. This will make it hard for the academic staffs to deliver their lecture.

2. Address staffing and skill efficiency
According to respondents, the workforce has become understaffed. The subject of employees being asked to do too much, too quickly, with not enough manpower came up repeatedly in comments. In addition, respondents expressed an interest in receiving more training opportunities for self development.

3. "Listen to the workers"
When asked what one thing they would recommend to performance across organization, numerous respondents replied "Listen to the workers." They felt that senior management neglects the welfare of the staffs and gather insights from employees who will be directly affected by management decisions. They felt that top management should organize more activities to strengthen the relationship between co-workers and also the top management.

5.0 Conclusion

The study revealed that employee at PKS considered all the ten sections in the organizational climate investigated in this study are favorable. Overall, all the respondents have a high view of the organization climate of PKS. It was evident from this result that employees of PKS thinks and feels that that the management understand them well by providing a clear organization design, supportive co-workers, top management, head of department/unit, better work environment, smooth work processes with the help of technology, communicating the goals and objectives that leads to customer satisfaction.

Therefore, the management must maintain and working together to create a better working environment in PKS. According to Chui, Luk & Tang (2002), basic salary, merit pay, year-end bonus, annual leave, and mortgage loan were the most important factors to retain employees, whereas basic salary, merit pay, year-end bonus, profit sharing and annual leave were the most important factors to motivate employees. Besides that, employers use benefits to attract and retain good people; employees rely on benefits (e.g. medical subsidies, vacations and retirements) to secure their financial well beings. By linking benefits (e.g. pension and holidays) to seniority, workers will be reluctant to change jobs. Generous rewards tend to retain people because high reward level leads to high satisfaction, commitment and loyalty.

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