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The Organizational Climate of American College of Dubai: A Perspective

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Abstract:

Organizational climate plays a vital role in upholding a workplace imbued with certain dimensions. For a certain organization like the American College of Dubai to succeed in achieving its vision, mission and objectives, the institution should adopt an organizational climate to serve the purpose. The study sought to determine the organizational climate of the college by using the 10 organizational dimensions, namely: reward system, organizational clarity, standards of performance, warmth and support, leadership, communication, innovation, feedback and control, teamwork and involvement. This paper adapted a descriptive research method that made use of a 20-point response survey questionnaire. Using standard mean formula, statistical treatments were applied.

Of the four identified organizational climates, namely: exploitive, impoverished, supportive and enlightened, the American College of Dubai was generally considered a supportive organization based from the results of the study conducted considering employees' position, gender, age group and length of work experience. Manning and Curtis (2016) define a supportive organization as one in which the members understand the goals of the organization and want to discuss problems with leaders. As such they are involved in decision-makings since leaders have trust in them. Communication is evident throughout the organization. However, when grouped according to length of work experience, ACD was assessed impoverished in leadership, teamwork and involvement among those who have been working for 11 years and above. Furthermore, when grouped according to age it was assessed as impoverished in reward system and involvement by those employees who are above 50 years old. An impoverished organization is one in which members sometimes participate in decision-making while leaders do not consider their ideas while power remains at the top. (Manning and Curtis 2016). Nevertheless, ACD should find ways to improve the organization considering the competitive constant change in the global landscape of education. The college should push itself to become an enlightened organization which according to Manning and Curtis (2016) such organization is described as something where people have freedom to initiate, coordinate, and execute to accomplish goals. Under such condition, communication is open, honest and uncensored. As a result satisfaction and productivity are high.

Keywords: Organizational climate, ACD, American college of Dubai, supportive organization

1. The Problem

1.1. Introduction

American College of Dubai (ACD) has been operating as a business and language school for years now. Having its programs i.e. Bachelor of Business Administration and Associate Degree in Business accredited with the Ministry of Education in United Arab Emirates, the school also offers affordable University Transfer Program and Academic English course. The school has produced a significant number of graduates who are currently working in UAE and other parts of the world. The school could have not done the task of educating if not for the dedication and unselfish services of the faculty, staff and administrative personnel. Along with the workforce that propels the school operation is the organizational climate that supports the educational system.

This paper seeks to determine the type of organization that ACD possesses (i.e. exploitive, impoverished, supportive and enlightened) based on ten (10) dimensions, namely: reward system, organizational clarity , standards of performance, warmth of support, leadership, communication, innovation, feedback and control, teamwork, and involvement. With the intention to enhance a kind of workplace that stands like a community where each person is treated valuably, ACD should undertake measures that value differences, build on strengths, transcend individual limitations and achieve full potential of the community (Manning & Curtis 2016).

1.2. Statement of the Problem

In this study, the researcher attempts to answer the following questions:

- What is the demographic profile of the employees of American College of Dubai according to position, gender, age group and length of work experience?
- What is the type of organization climate of American College of Dubai according to position, gender, age group and length of work experience?
- What is the relationship between leadership towards teamwork, communication, involvement, innovation, feedback and control, and involvement?
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1.3. Conceptual Framework

As shown in Figure 1, regarded as independent variables are position, gender, age group, length of work experience and nationality. On the other hand, considered as dependent variables are the dimensions or organizational climate of ACD, namely: reward system, organizational clarity, standards of performance, warmth of support, leadership, communication, innovation, feedback and control, teamwork, and involvement.

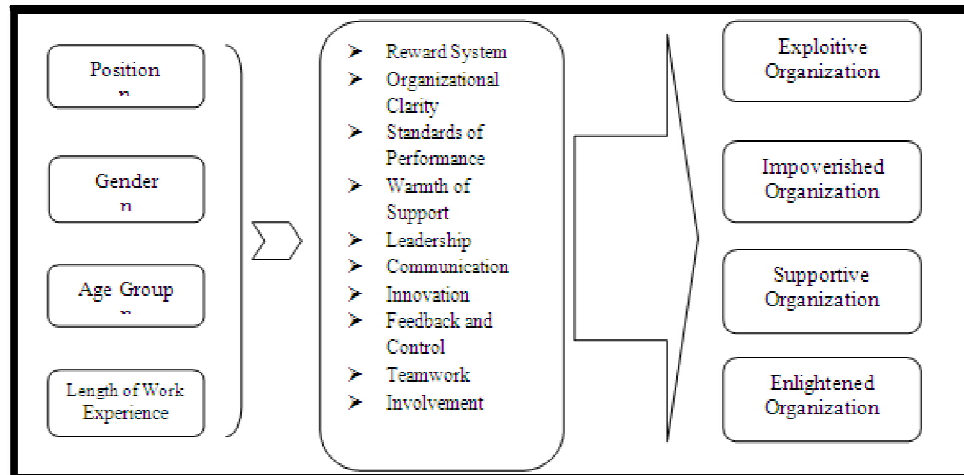


Figure 1

1.4. Significance of the Study

Organizational climate significantly influences quality of work and work life for members (Manning & Curtis 2016). As such, this study would serve as an eye opener not only for the school administration but for every employee working at American College of Dubai. For the organizational climate to improve, a collaborative effort should be undertaken by all concerned in order to make things happen at ACD.

1.5. Definition of Terms (Manning & Curtis 2016)

1.5.1. Reward System

The degree, to which people are recognized and rewarded for good work rather than being ignored, criticized or punished when something goes wrong.

1.5.2. Organizational Clarity

The feeling that things are well organized and that goals and responsibilities are clearly defined, rather than being disorderly, confused or chaotic.

1.5.3. Standards of Performance

The emphasis placed on quality performance and achievement of results, including the degree to which meaningful and challenging goals are set at every level of the organization.

1.5.4. Warmth and Support

the feeling that friendliness is a valued norm and that people trust, respect and support one another, the feeling that good relationships prevail in the day-to-day work of the organization.

1.5.5. Leadership

The extent to which people are take leadership roles as the need arises and are rewarded for successful leadership ; the willingness of people to accept leadership and direction from others who are qualified . The organization is Not dominated by or dependent on just one or two individuals.

1.5.6. Communication

The degree to which important information is shared - up, down and sideways. Communication channels are open and free-flowing between levels and areas of the organization

1.5.7. Innovation

The extent to which new ideas are sought and used in all areas of the organization. Creativity is encouraged at every level of responsibility.

1.5.8. Feedback and Control

The use of reporting, comparing and correcting procedures, such as performance evaluations and financial audits. Controls are used for tracking progress and solving problems, as opposed to policing and punishment. Teamwork – the amount of understanding, cooperation and support demonstrated between different levels and groups in organization

1.5.9. Involvement

The extent to which responsibility for decision making is broadly shared in the organization. People are involved in decisions that affect them.

1.5.10. Exploitive Organization

Members do not participate nor discuss problems with their leaders. Members are expected to comply. On the other hand, leaders make decisions and do not trust others.

1.5.11. Impoverished Organization

Members sometimes participate in decision-making while leaders do not consider their ideas. Power remains at the top.

1.5.12. Supportive Organization

Members understand the goals of the organization and want to discuss problems with leaders. Communication is evident throughout the organization. Leaders show interest and confidence in members thus members are involved in making decisions.

1.5.13. Enlightened Organization

People have freedom to initiate, coordinate and execute to accomplish goals. Communication is open, honest and uncensored. Satisfaction and productivity are high.

2. Review of Related Literature

Heneman, Fisher, & Dixon (2001) stressed out the importance of reward systems as it drives company performance above industry average. Furthermore, reward system is aligned with business strategy, organizational structure and organizational culture. In a study among school principals in four districts of Northwest province, rewards are a significant predictor of the well-being and service quality of these school heads (Nthebe, Barkhuizen, & Schutte 2016). It also appears to be true in a study among employees' in both foreign and Thai firms of which an increased level of collaboration was a result of an effective reward program (Thanyawatpornkul, Siengthai, & Johri 2016).

Organizational clarity as one of the dimensions in the organizational climate that is something to look forward by every employee as it leads them to perform their job roles according to the goals and aspirations of the organization. Gonzalez-Mulé, Courtright, DeGeest, Seong & Hong (2016) proposed a model that established the relationship between clarity of organization goals and increased team performance. In a study conducted by these authors among 110 teams in South Korea, highly autonomous teams received a high degree of performance feedback due to heightened level of organizational clarity.

Upholding good working relationship in the workplace is more than necessary. Findings of Hawthorne studies revealed that productivity is affected by human relationships thus a supportive leadership style and a sensible amount of attention to employees have positive effect on productivity (Manning and Curtis, 2015). In a study of six organizations, it was discovered that out of eleven organizational dimensions, only three (conflict resolution, support system and warmth) had significant role to play in organizational effectiveness (Bhardwaj, 2001).

The leadership in any organization should undertake measures to keep their workers in high morale. Ways of doing it can be through letting them feel that they have opportunity to do what they do best everyday; believing their opinions; making a connection between their work and company's mission (Manning and Curtis, 2015). Based on studies of leaders in different organization in the United States, Rensis Likert has identified leadership patterns to the four types of organizational climate, namely : Pattern I Autocratic Leadership (Exploitive) , Pattern II Benevolent Autocratic Leadership (Impoverished) , Pattern III Democratic Leadership and Pattern IV Delegative Leadership (Enlightened) (Manning and Curtis , 2015).

In a true community that Thomas Carlyle promoted, internal communication is one significant condition considered of which communication flow in all directions which means people communicate freely (Manning and Curtis 2015). This is supported by a certain study in large and medium enterprises in which competency in oral communication is considered the most important criteria to meet the changing needs in organizational business (Priya, Mekala, & Shabitha, 2017). In a study of 167 older workers, accommodative communication patterns found to be favorable among older workers toward younger colleagues (de Blois & Lagacé, 2017).

For any organization to thrive in this global time, they need to be innovative (Moultrie, et al, 2007). For organizational leaders, innovation is essential to longevity and success (Walter 2012).

In a study among 243 workers in large multinational companies in Netherlands, employees frequently seek feedback from colleagues while managers rarely ask from their counterparts in the same department. However, feedback received from managers were considered by employees as useful (van, et al 2013).

In a study of 273 employees (152 engineers and 121 assembly line workers) it was reported that engineers had higher level of teamwork skills than assembly line workers; and cognitive teamwork skills had direct effect on performance appraisals but indirect effect on salary and bonus (Chen, H. 2002). However, there are obstacles that may hinder teamwork in the workplace. Among 424 teachers being surveyed, it was discovered that the obstacles that teachers considered to teamwork were as follows: administrator's inequitable applications, lack of appreciation, lack of motivation, and uncooperative relationships. (Karakus & Töremen, 2008).

To satisfy the desire to make a difference, employees undertake involvement initiatives (Poisseroux, 2010). Furthermore, this study revealed that employees went through a process called self-minding involvement in the workplace.

3. Research Methodology

This section explains the research method used in this paper. It explains the research design, research instrument, validation and statistical treatment.

3.1. Research Design

Utilizing quantitative and qualitative statistics, this study made use of a descriptive research method whose survey questionnaire was used to collect the pertinent information of the respondents. Personal interviews and focus group discussions were conducted to gather relevant information in a qualitative manner. The questionnaire is of two parts, namely: demographic profile of the respondents and the assessment of the organizational climate of American College of Dubai using the Organizational Climate Questionnaire (Manning & Curtis 2016).

3.2. Research Instrument

Composing of two sections, the first section gathered information about position, gender, age group and years of work experience of the respondents while the second section assesses the organization climate of American College of Dubai based on 10 dimensions that determines the organizational climate of ACD using the scale below:

Reward System – the degree to which people are recognized and rewarded for good work rather than being ignored, criticized or punished when something goes wrong.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Rewards are not in line with Effort and performance

Effort and performance are recognized and rewarded positively

Organizational clarity – the feeling that things are well organized and that goals and responsibilities are clearly defined, rather than being disorderly, confused or chaotic.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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The organization is disorderly confused and chaotic

the organization is well organized with clearly defined goals and responsibilities

Standards of Performance – the emphasis placed on quality performance and achievement of results, including the degree to which meaningful and challenging goals are set at every level of the organization.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Performance standards are low

Performance standards are high

Warmth and Support – the feeling that friendliness is a valued norm and that people trust, respect and support one another, the feeling that good relationships prevail in the day-to-day work of the organization.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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There is little warmth and support in the organization

Warmth and support and characteristic of the organization

Leadership - the extent to which people take leadership roles as the need arises and are rewarded for successful leadership ; the willingness of people to accept leadership and direction from others who are qualified . The organization is not dominated by or dependent on just one or two individuals.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Leadership is not provided, accepted or Rewarded; the organization is dominated by or dependent on one or two individuals

Leadership is provided, accepted and rewarded based on expertise

Communication – the degree to which important information is shared - up, down and sideways. Communication channels are open and free-flowing between levels and areas of the organization

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Information is incorrect or unavailable

Information is accurate and available

Innovation - the extent to which new ideas are sought and used in all areas of the organization. Creativity is encouraged at every level of responsibility

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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The organization is closed and unresponsive to new ideas

The organization is innovative and open to new ideas

Feedback and Control – the use of reporting, comparing and correcting procedures, such as performance evaluations and financial audits. Controls are used for tracking progress and solving problems, as opposed to policing and punishment.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Controls are used for policing and punishment

Controls are used to provide guidance and solve problems

Teamwork – the amount of understanding, cooperation and support demonstrated between different levels and groups in organization

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Teamwork is low

Teamwork is high

Involvement – the extent to which responsibility for decision making is broadly shared in the organization. People are involved in decisions that affect them.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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There is little participation in decision making

Participation in decision making is high

In determining the scores of the survey questionnaires, analysis was done using the score interpretation below:

Score Scale	Type of Organization
1 – 5	Exploitive
6 – 10	Impoverished
11 - 15	Supportive
16 - 20	Enlightened

Table 1: Score Scale for Type of Organization

4. Presentation, Analysis and Interpretation of Data

4.1. What Is the Demographic Profile of The Employees of American College of Dubai According to Position, Gender, Age Group and Length of Work Experience?

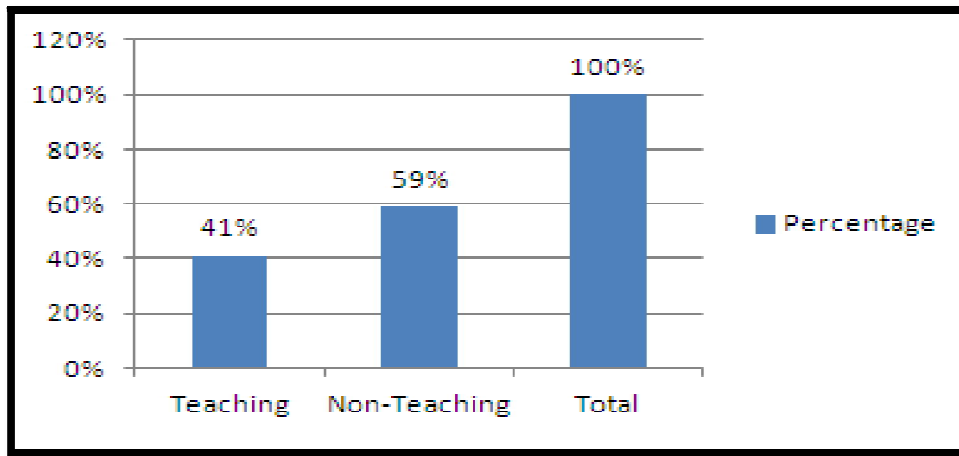


Figure 2: Profile of Respondents According to Position

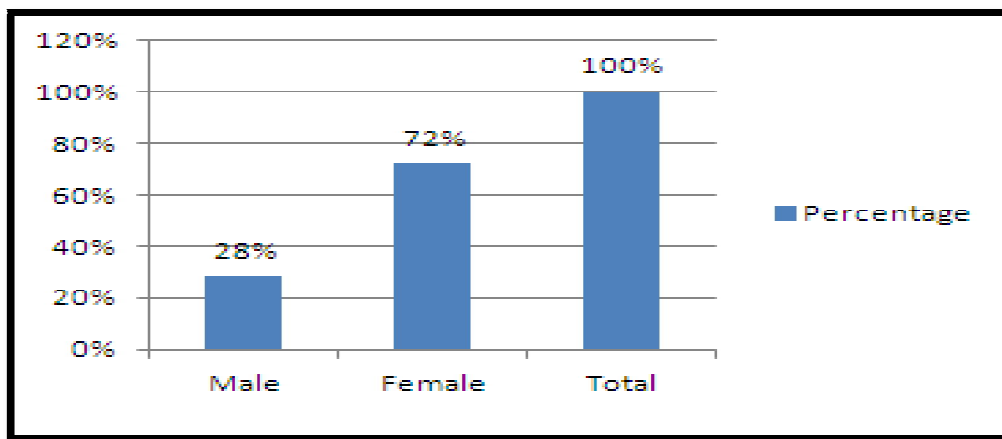


Figure 3: Profile of Respondents According to Gender

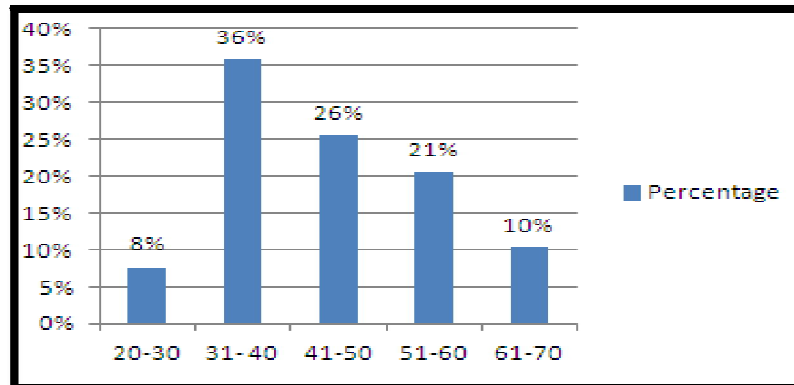


Figure 4: Profile of Respondents According to Age Group

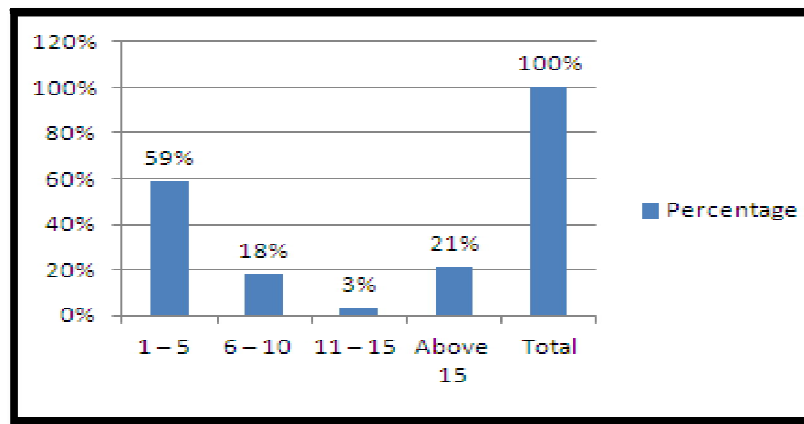


Figure 5: Profile of Respondents According to Length of Work Experience in Years

Of the 70 employees currently working at American College of Dubai, 39 (56%) have responded to the survey questionnaire that determined the organizational climate of the institution. Non-teaching personnel constituted 59% of the respondents compared to 41% teaching staff. Majority of the respondents were females (72%) while male respondents constituted more than a quarter (28) %. The 31-40 age group (36%) comprised the bulk of the respondents followed closely by 41-50 (26%) and 51-60 (21%) age groups, respectively. The 20-30 and 61-70 age groups had almost similar respondent composition i.e. 8% and 10%. In terms of length of work experience, majority of the respondents (59%) were having 1-5 years work experience while 21% for above 15 years; 18%, 6-10 years and 3%, 11-15 years, respectively.

4.2. What Is the Type of Organization Climate of American College of Dubai According to Position, Gender, Age Group, Length of Work Experience And Nationality?

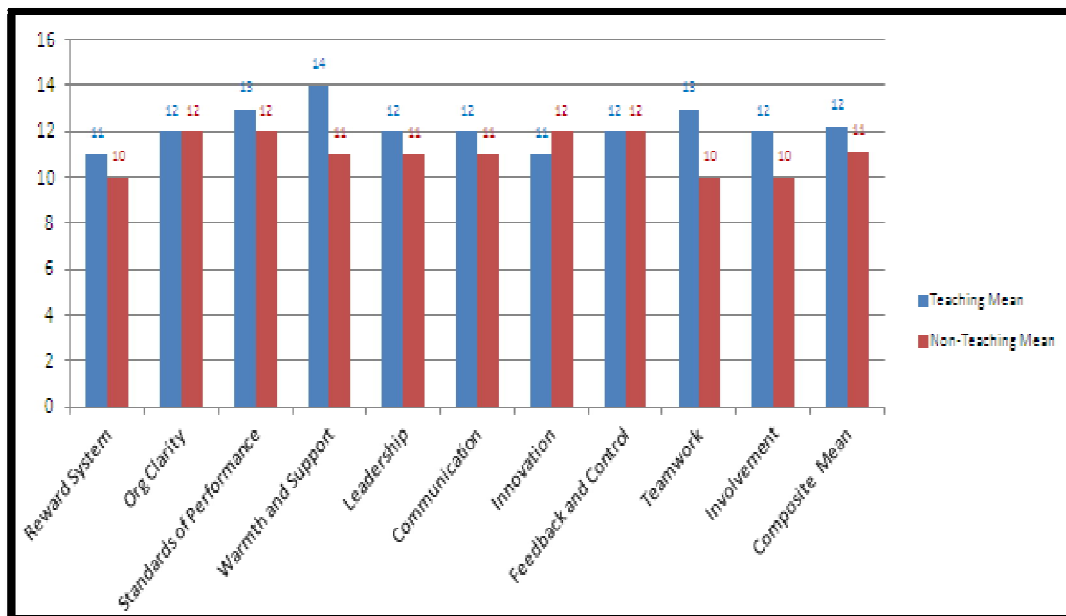


Figure 6: ACD Organizational Climate According to Position
 Score Scale: 1-5 = Exploitive; 6-10 = Impoverished; 11-15 = Supportive; 16-20 = Enlightened

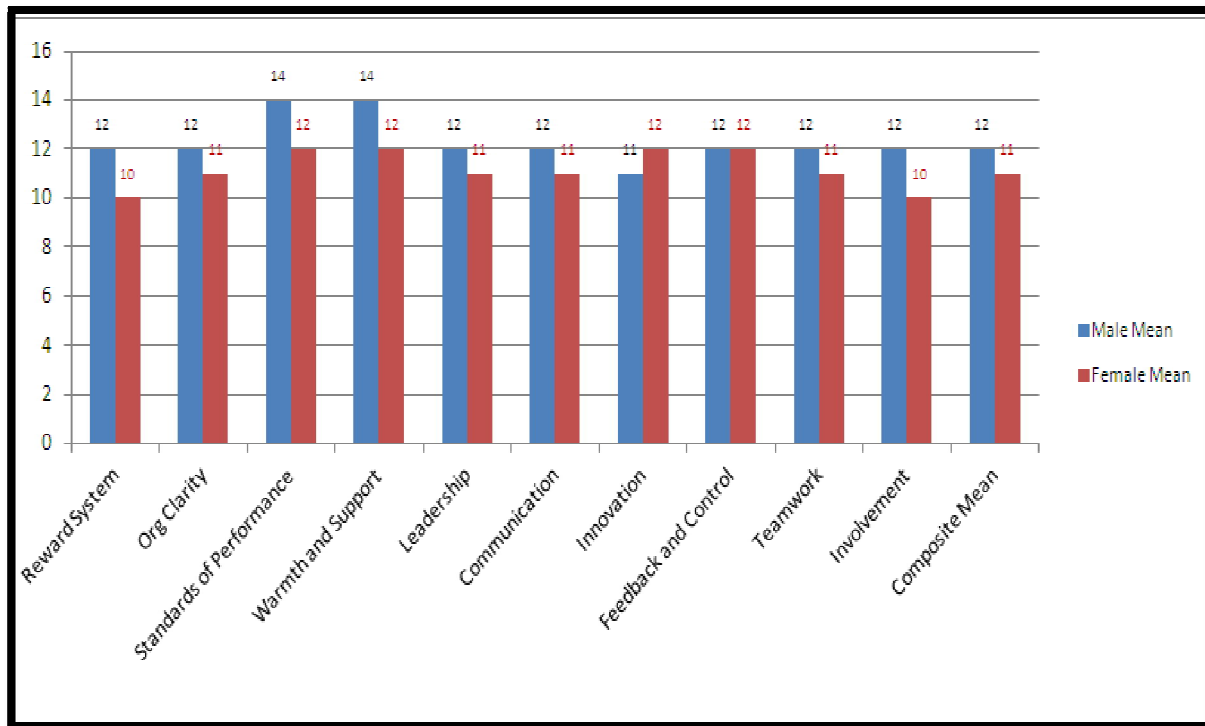


Figure 7: ACD Organizational Climate According to Gender
 Score Scale: 1-5 = Exploitive; 6-10 = Impoverished; 11-15 = Supportive; 16-20 = Enlightened

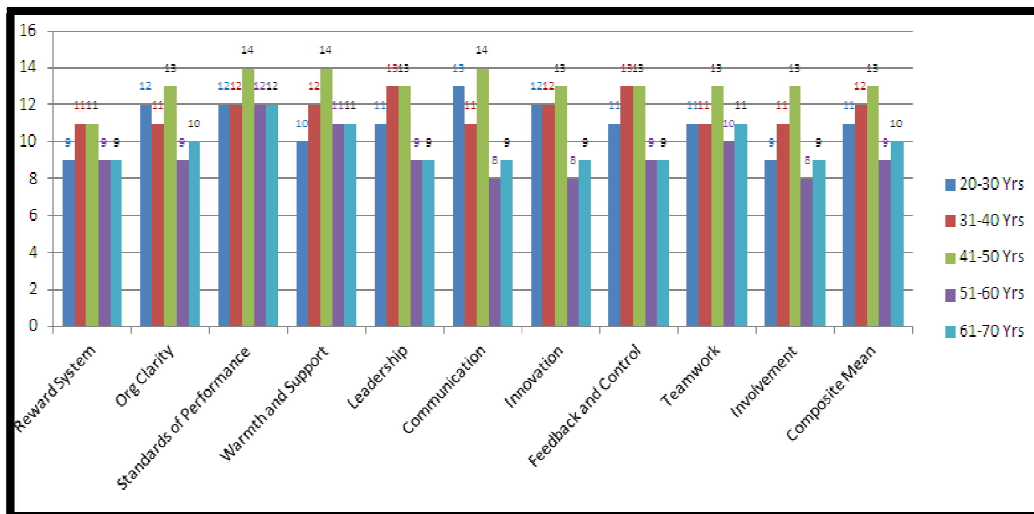


Figure 8: ACD Organizational Climate According to Gender
 Score Scale: 1-5 = Exploitive; 6-10 = Impoverished; 11-15 = Supportive; 16-20 = Enlightened

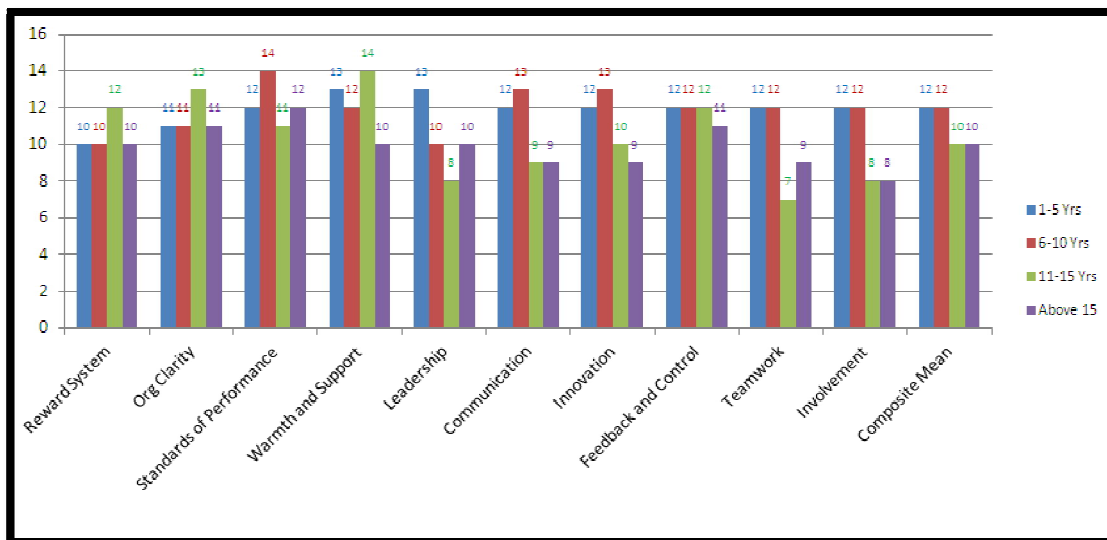


Figure 9: ACD Organizational Climate According to Length of Work Experience
 Score Scale: 1-5 = Exploitive; 6-10 = Impoverished; 11-15 = Supportive; 16-20 = Enlightened

When grouped according to position, the organizational climate of ACD was assessed by both its teaching and non-teaching staff as supportive organization as shown in Graph 1. More particularly, the teaching staff regarded the organization as supportive across the 10 dimensions of organizational climate while the non-teaching staff has similar perceptions except for three dimensions i.e. reward system, teamwork and involvement that were evaluated as impoverished

In terms of gender, both male and female employees assessed ACD as a supportive organization as shown in Graph 2. Male respondents assessed the 10 dimensions as supportive while female respondents assessed eight dimensions (Organizational Clarity, Standards of Performance, Warmth and Support, Leadership, Communication, Innovation, Feedback and Control and Teamwork) as supportive and two as impoverished (Reward System and Involvement)

With respect to age group, employees belonging to 20 – 50 years old groups assessed ACD as a supportive organization across the 10 dimensions while the 51 – 70 years old groups considered the organizational climate as impoverished as all shown in Graph 3. More particularly , the 20 -30 years old group considered ACD as supportive organization on Organizational Clarity, Standards of Performance, Leadership, Communication, Innovation, Feedback and Control, and Teamwork; and impoverished organization on Reward System, Warmth and Support , and Involvement. On the other hand, the 31-40 years old and 41-50 years old groups regarded ACD as supportive organization in all dimensions; the 51-60 years old group considered ACD as supportive organization on Standards of Performance, and Warmth and Support; and impoverished on Reward System, Organizational Clarity, Leadership, Communication, Innovation, Feedback and Control, Teamwork and Involvement. Lastly the 61-70 years old group regarded ACD as supportive on Standards of Performance, Warmth and Support, and Teamwork; and impoverished on Reward System, Organizational Clarity, Leadership, Communication, Innovation, Feedback and Control, Teamwork and Involvement.

When length of service was considered in assessing the organizational climate of ACD, those who are working for 10 years and below assessed the organization as supportive while those who are working for 11 years and above regarded ACD as impoverished across 10 dimensions. More particularly, the 1-5 years group assessed ACD as supportive on Organizational Clarity, Standards of Performance, Warmth and Support, Leadership, Communication, Innovation, Feedback and Control, Teamwork and Involvement. The 6-10 years group assessed ACD as supportive on Organizational Clarity, Standards of Performance, Warmth and Support, Communication, Innovation, Feedback and Control, Teamwork and Involvement; and impoverished on Reward System and Leadership. The 11- 15 years group considered ACD as supportive on Reward System, Organizational Clarity, Standards of Performance, Warmth and Support, and Feedback and Control; and impoverished on Leadership, Communication, Innovation, Teamwork, and Involvement. Lastly, the above 15 years group assessed ACD supportive on Organizational Clarity, Standards of Performance, and Feedback and Control; and impoverished on Reward System, Warmth and Support, Leadership, Communication, Innovation, Teamwork and Involvement.

4.3. What Is the Relationship between Leadership towards Teamwork, Communication, Involvement, Warmth and Support, Organizational Clarity, Reward System, and Standards of Performance?

Dimensions	Correlation Coefficient	Interpretation
Leadership and Communication	0.61751	Moderate Positive Linear Relationship
Leadership and Teamwork	0.615848	Moderate Positive Linear Relationship

Leadership and Involvement	0.674517	Moderate Positive Linear Relationship
Leadership and Warmth and Support	0.611498	Moderate Positive Linear Relationship
Leadership and Organizational Clarity	0.573541	Moderate Positive Linear Relationship
Leadership and Reward System	0.599614	Moderate Positive Linear Relationship
Leadership and Standards of Performance	0.547256	Moderate Positive Linear Relationship

Table 2: Correlation Table

Legend: +0.30, A Weak Positive Linear Relationship; +0.50, A Moderate Positive Linear Relationship; +0.70, A Strong Positive Linear Relationship; Exactly +1, A Perfect Positive Linear Relationship.

Table 2 shows that there is a moderate positive linear relationship between leadership towards communication, teamwork, involvement, warmth and support, organizational clarity, reward system and standards of performance. The leader being a communicator is essential to organizational success and such technical skill should be developed (McCamey, 2003). Manning and Curtis (2015) emphasize the role of effective leaders as team builder, innovator, expert and moral force.

5. Findings Summary, Recommendation and Conclusion

5.1 Summary of Findings

Dimensions	Position		Gender		Age Group		Length of Work Experience		Composite	
	Mean	Org Type	Mean	Org Type	Mean	Org Type	Mean	Org Type	Mean	Org Type
Reward System	11	Supportive	11	Supportive	10	Impoverished	11	Supportive	11	Supportive
Organizational Clarity	12	Supportive	12	Supportive	11	Supportive	12	Supportive	12	Supportive
Warmth and Support	13	Supportive	13	Supportive	12	Supportive	12	Supportive	13	Supportive
Leadership	13	Supportive	12	Supportive	12	Supportive	10	Impoverished	12	Supportive
Communication	12	Supportive	12	Supportive	11	Supportive	11	Supportive	12	Supportive
Innovation	12	Supportive	12	Supportive	11	Supportive	11	Supportive	12	Supportive
Feedback and Control	12	Supportive	12	Supportive	11	Supportive	12	Supportive	12	Supportive
Teamwork	12	Supportive	12	Supportive	11	Supportive	10	Impoverished	11	Supportive
Involvement	11	Supportive	11	Supportive	10	Impoverished	10	Impoverished	11	Supportive
Composite Mean	12	Supportive	12	Supportive	11	Supportive	11	Supportive	12	Supportive

Table 3: Summary of Findings

Across four independent variables of position, gender, age group, and length of work experience, ACD is found to be a supportive organization in all dimensions, namely: reward system, organizational clarity, warmth and support, leadership, communication, innovation, feedback and control, teamwork and involvement. Manning and Curtis (2016) describe this organization as one in which leaders show interest in members and communication is prevailing throughout the organization. Furthermore, this type of organization has members who are involved in decision making; who understand the organizational goals; and who are willing to discuss problems with its leaders. More particularly, when grouped according to position and gender, ACD is noted to be supportive in all organizational dimensions. However, when grouped into age group, ACD is impoverished in reward system and involvement while supportive in Organizational Clarity, Warmth and Support, Leadership, Communication, Innovation, Feedback and Control, and Teamwork. In terms of Length of Work Experience, the college is impoverished in Leadership, Teamwork and Involvement while supportive in Reward System, Organizational Clarity, Warmth and Support, Communication, Innovation, Feedback and Control.

5.2. Recommendations

To enhance the climate of organizational leadership, the management should continue to involve people that make use of their constructive power in order to create a humanistic and productive workplace. Based on the focus group discussions and personal interviews, the following recommendations are suggested in order to enhance the organizational climate of ACD. They are as follows:

5.2.1. Reward System

The college should pursue an effective reward system that compensates the effort of the employees who work well. Performance rewards could include the following: compensation, benefits and perks, recognition and appreciation (Ferguson,

2017). It is suggested that salary compensation should commensurate to educational qualifications and experience. Furthermore, performance evaluation should correspond a reward to sustain employee's motivation. It is appreciated that a salary increase is given for every renewal of work contract.

5.2.2. Organizational Clarity

All policies of the college should be observed. There should be a full functioning of the staff involved in the organizational structure hence proper coordination is much appreciated.

5.2.3. Standards of Performance

There should be definite criteria in measuring performance of the employees in various assigned tasks

5.2.4. Warmth and Support

The friendliness working environment should not be limited among cultural groups but should be extended to all regardless of race and position.

5.2.5. Leadership

There should be a management committee or the so-called think tank group that would discuss and decide matters relevant to the implementation of school policies and regulations.

5.2.6. Communication

There should be a two-way communication in the workplace for as not to suppress new ideas coming from management and labor side.

5.2.7. Innovation

In the context of the advancement of information and communication technology, the college should pursue an educational technology system where the institution shareholders could have online access of information. A digital platform of educational resources would be of great help to every teacher and student who continually seek better mode of learning and teaching in the global landscape.

5.2.8. Feedback and Control

While feedback from the students is obtained on semester basis, there should also be an avenue where feedback from both the management and labor converge to keep a vibrant working relationship.

5.2.9. Teamwork

Teamwork in the workplace should be open type i.e. beyond personal comfort and extends further than nationality. Responsibilities should be clearly defined to avoid overlapping of tasks. If there are misunderstandings, such should be resolved quickly. In times of success, there should be a shared celebration to gain momentum for more successful teamwork undertakings.

5.2.10. Involvement

To get maximum involvement of all workers, a proper orientation on managing diversity in the workplace should be given emphasis. By establishing good working environment, employees can work collaboratively under an atmosphere of transparency.

5.3. Conclusion

Organizational climate plays a vital role in upholding a workplace imbued with certain dimensions i.e. reward system, organizational clarity, standards of performance, warmth and support, leadership, communication, innovation, feedback and control, teamwork and involvement. For a certain organization like the American College of Dubai to succeed in achieving its vision, mission and objectives, the institution should adopt an organizational climate to serve the purpose. Of the four identified organizational climates, namely: exploitive, impoverished, supportive and enlightened, the American College of Dubai is generally considered a supportive organization based from the results of the study conducted considering employees' position, gender, age group and work experience. Manning and Curtis (2016) define a supportive organization as one in which the members understand the goals of the organization and want to discuss problems with leaders. As such they are involved in decision-makings since leaders have trust in them. Communication is evident throughout the organization. However, when grouped according to length of work experience, ACD is considered impoverished in leadership, teamwork and involvement among those who have been working for 11 years and above. Furthermore, when grouped according to age it is regarded as impoverished in reward system and involvement by those employees who are above 50 years old. An impoverished

organization is one in which members sometimes participate in decision-making while leaders do not consider their ideas while power remains at the top. (Manning and Curtis 2015)

Nevertheless, ACD should find ways to improve the organization considering the competitive constant change in the global landscape of education. The college should push itself to become an enlightened organization which according to Manning and Curtis (2016) such organization is described as something where people have freedom to initiate, coordinate, and execute to accomplish goals. Under such condition, communication is open, honest and uncensored. As a result satisfaction and productivity are high.

6. References

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