

Influence of organizational climate on employee commitment and job satisfaction

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ABSTRACT

Keywords

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Introduction

In today's time organizations are facing various challenges than ever before. As these challenges are not specific to any particular organization, all organizations irrespective of their structure and size have to cope up with the challenges. Organizations are in front of irresistible challenges such as talent shortage, work life balance, managing diverse work force, innovative supply work patterns that encourage job satisfaction. The relationship between organizational climate and achieving results has become more integrated. Fostering a positive climate is no longer an attractive choice but rather has become imperative.

Organizational climate is regarded as the most important significant factor for effectiveness of organization. Organizational climate portrays characteristics of an organization. Organizational climate has a foremost influence on organizational effectiveness as it has impact on employee's motivation and job satisfaction and employee commitment. Organizational climate generates certain kinds of expectations about consequences of different actions. People working in the organizations develop certain expectations and realizations of these expectations are based on how they perceive organizational climate in satisfying their needs. Hence, individual satisfaction or dissatisfaction is determined by kind of environment organization offers to their employees. As individual satisfaction determines his/her efficiency, organizational climate directly relates to individual performance. There are four ways by which organizational climate affects individual performance, satisfaction and their attitudes are discussed as below:

- Organizational variables can function as control systems in both a positive as well negative sense by giving the understanding of what sort of behaviour are rewarded, reprimanded or ignored. Behaviour of individual is influenced by organization by associating direct rewards or punishments to different behaviours. Different values assigned to behavioural outcomes would then influence the individual behaviour interested in those particular values.
- Individual behaviour may get affected by organizational variables through self-evaluation and evaluation of others which influence behaviour.
- Factors of the organization act as stimuli, which influence an individual needs and thus motivates an

individual. The need will make individual active and thereby affect his level of performance.

- Individual form perception about the organization based on organizational variables. This perception then influences individual behaviour.

The human resources are the main challenge as well as important competitive advantage for any organization. Sam Walton founder of Wal-Mart considers the people as the key to the successful organization. The technology can be procured and imitated but the people cannot be. This makes the human resources unique and indispensable factor for any organization. The human resources and the way they are managed represent the competitive advantage of organization.

Organizations in order to carry on and beat their competitors, they have to continuously try to better their performance. Today organizational climate is gaining importance than ever before because organizations need to make sure that they value the individuals who put all their efforts for the advantage of the organization and want to stay in the organization.

Meaning & Definitions of Organization

Economic and social entities wherein numbers of people perform diverse tasks to achieve common goals are known as Organizations. Organizations facilitate individuals in achieving their personal objectives which cannot be achieved individually. Argyris defined organizations as, "formed to satisfy objectives that can best be accomplished collectively". According to Mooney & Reiley, "Organizations are the association of humans formed for the attainment of a common purpose".

Koontz and O'Donnell defined "organization as a structural relationship which bounds enterprise together and the framework in which individual effort is coordinated". W. J. Duncan defined organization as a collection of interacting and mutually dependent individuals who work toward achieving common goals and whose relationships are based on certain structure.

An organization is a system comprising of social, technical and economic elements and that converts inputs into outputs. It coordinates human and material resources to achieve manifold objectives such as making profit, providing good products & services, to be ahead in

competition, to grow and be efficient, provide for the welfare of employees.

No two or more organizations are same even if they offer the same product because organizations are made by people who operate within them and when these people enter organizations, they bring in with them their beliefs, experiences and much more.

According to Weber (1947), "Organizations involve a social membership confining the entry of outsiders by rules to the point as it is determined by the action of specific individuals".

Bakke (1959) defined organization as "a continuing system of distinguished and synchronized human activities involved in making use of, converting and bringing together a particular set of human, material, ideational and natural resources into distinct problem solving whole, occupied in satisfying particular needs of human in interaction with other human activities system and resources in environment".

According to Etzioni (1964) "Organizations are defined as purposefully created and recreated social units to achieve specific goals".

Features of Organizations:

Organizations are powerful tools created by human beings: Accomplishing task or resolving problem results into creation of organizations. There may be organizations with less number of people or large organizations which employ more than a thousand people. Large organizations are involved in multiple activities aimed at achieving multiple goals, operating in varied locations, making growth with multiple combinations of resources and strategies. With the purposeful existence, size and control over resources organizations become versatile entities that have great potential than individuals.

Organization live longer: Launch, Growth, Maturity and Pause are different stages of organization life cycle which every organization undergoes. Managers of organizations face different challenges in different stages of life cycle. Organization grows and develops when challenges are managed well while if they are not managed well it leads to the likelihood of shut down. Organization moves into its next life cycle with the effectiveness of management.

Organizations are not open for everybody: Organization restricts the entry, only its selected members can work within the organization. Members of organization have to share roles, entitlements linked with their roles and responsibilities. Members enjoy their rights along with its use and the resources and facilities provided by the organization.

Organizations are systems designed for stability and Control: In organizations people are assigned with work, places for specific activities to be performed and procedures as to how things are to be done. These create stability and control.

Organizational relationships are interdependent: Organizations have hierarchy however there are certain interdependent relationships. Superiors have to sometimes depend on their subordinates.

Reasons for Organizations Existence

Organizations have five different roles to play. Organization can increase the value created by it through division of labour which results into leading people to specializations, deal with the external environment, use of large-scale techniques, economise transaction expenses and exercise power & control.

To increase specialization and the Division of labour: People working in organizations become more productive and efficient in the work than people who work alone. Organizations let the division of labour leading to specialization which makes people more skilled or expert at the work they do.

Use Large scale Techniques: New modern automated technology results in the economies of scale which in turn leads to costs saving when production of goods and services are carried out in large quantity. Because of shared tasks organizations use underutilized resources more effectively resulting into economies of scale.

To manage the external environment: External environment comprises of not only economic, social, political factors but also the sources of getting inputs and the place of market in which outputs are distributed. Environment pressurises organization to organize productive resources. Organizations are able to manage the complexity of environments which are beyond the individual capabilities by developing specialists who anticipates the environment. Specialization lets organization to generate value for itself, organizational members and the customers.

Economise on Transaction cost: When goods and services are produced certain problems may be faced by the people such as what to do, how to do, how to perform task effectively by working with others. Division of work, amounts to be paid, verifying the contribution of each worker are the decisions needed to be taken. Transaction costs are the costs related with negotiation, monitoring and exchange between people. Organizations economise on transaction costs based on their ability to control the exchanges between people.

To exert Power and Control: For increasing the production efficiently organization exercise pressures on individuals. Individuals working in the organizations have to cater organizational needs along with their individual needs, work in the interest of organization and accept the authority of organizational managers. Organizations maintain the discipline by rewarding the good performers and by punishing or firing the people who do not conform. Thus, organization is in position to exert power over individuals.

Organizational Climate

Halpin and Croft (1966) presented Organizational climate have noticeable consequences on the behaviour of the organizational members, subsequently on organization accomplishment. It signifies the entire social system of work group and has two important aspects: (a) work place itself and (b) the worker management relationships.

Richard M. Hodgetts compared organizational climate with an iceberg. Just as some portion of the iceberg is visible from the surface and other portion is not visible as it lies under the water. Similarly, in the organization the visible

part is one which can be observed or measured like structure of hierarchy, goals & objectives of the organization, performance standards technological conditions etc., while the invisible part covers areas such as employees' values, attitude, feelings, norms, interaction with others, supportiveness, morale and feeling of job satisfaction. Both of these factors are called overt and covert factors respectively.

Table 1: Overt and Covert factors of Organizational Climate

Overt factors	Covert factors
• Hierarchy	• Values
• Goals of the organization	• Attitude
• Financial resources	• Norms
• Skill and abilities of personnel	• Feelings
• Technology	• Interaction
• Performance standards implemented	• Supportiveness
• Efficiency measurement	• Satisfaction

Source: Chandan. J. S. (1998)

Harrison and Shirom (1999) defined organizational climate as members' perception about features of organization such as decision making, leadership and work norms.

Approaches To The Formation Of Climate



Figure 1: Structural approach to the Formation of Organizational Climate

Source: Moran, E.T., and Volkwein, J.F. (1992) The Perceptual Approach:

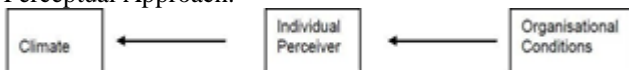


Figure 2: Perceptual approach to the Formation of Organizational Climate

Source: Moran, E.T., and Volkwein, J.F. (1992)

The Interactive Approach:

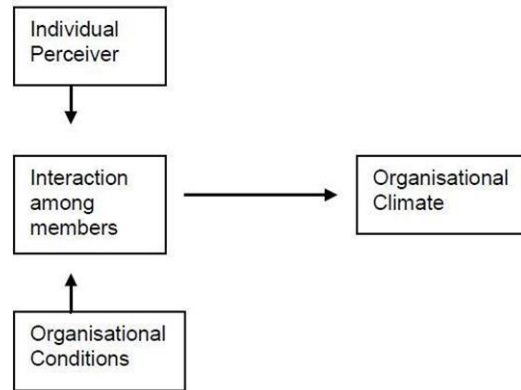


Figure 3: Interactive approach to the Formation of Organizational Climate

Source: Moran, E.T., and Volkwein, J.F. (1992) Measuring Organizational Climate

“Good” Climate has been correlated to pleasing outcomes and desirable good behaviours such as:

Table 2: Good Climate

Pleasing outcomes	Desirable good behaviours
• Job satisfaction	• Risk taking
• Confidence in management	• Exit from status quo
• Affective commitment	• Open communication
• Faith in Organization	• Trust
• Performance	• Operational autonomy
	• Employee development

Source: Lavanya, M. (2011)

“Bad” Climate has been correlated to:

Outcomes	Bad behaviours
• Turnover	• Sabotage
• Stress	• Absenteeism
• Sickness	• Go slow
• Poor performance	• Bullying

Table 3: Bad Climate

Source: Lavanya, M. (2011)

Pareek (2007) developed framework of climate emphasising motivational linkages which is described as below:

- **Achievement:** Achievement is concerned with excellent performance, setting standards and challenging goals for oneself and becoming aware about the obstacles that might come upon in achieving goals and persistently trying alternative ways to one's goals.
- **Influence:** It is concerned with influencing others, making people do what one thinks is right and advocating changes in situations and developing people.
- **Control:** Climate that is characterised by orderliness, getting information and monitoring events to take corrective actions when required and exhibiting personal power.
- **Extension:** It relates to concern for others and making oneself useful and relevant and useful to big groups.

- Dependency: Characterised by desire for help from others in one's development, presenting ideas for approval.
- Affiliation: Giving importance to friendship and Developing and maintaining close personal relationships and.

Job Satisfaction

Job satisfaction leads to certain behaviour of employees that has impact of organizational functioning.

Job satisfaction can be indication of organizational functioning.

Job satisfaction is the difference between his expected and the actual reward. The person will have a positive attitude when the difference is less or negligible therefore high level of job satisfaction. But if there is wide difference between the two, a person will have negative attitude towards his job thereby less level of job satisfaction.

Job satisfaction relates to several job dimensions such as job content, pay received, attitude of peers, opportunities for growth and promotion and the leadership.

Definitions of Job Satisfaction

Vroom (1995) considered job satisfaction and job attitudes can be interchangeably used as both relates to individuals affective orientations towards work roles that they are currently occupied in. Positive attitudes toward job are equal to job satisfaction while negative attitudes toward job are equal to job dissatisfaction.

Job Satisfaction defined by Mumford (1970) as degree of fit between organizational demands and individual needs, and employee satisfaction will only be high when this fit is a good one. Blum and Naylor (1968) defined job satisfaction is the outcome of various attitudes of employee related to the job and job factors such as wages, supervision, stability of employment, working conditions, settlement of grievances, fair treatment and other similar matter.

Rao (1996) described job satisfaction to be closely related to the satisfaction of needs. Job satisfaction is made up of effective, cognitive and behavioural elements that vary from one individual to another. Fulfilment of needs results in job satisfaction and is favourable or unfavourable view of employee about specific job factors, person adjustment and group relationship. The Harvard Professional Group (1998) viewed job satisfaction to be a general feeling of fulfilment resulting from recognition, income, promotion and accomplishment of various other goals.

Organizational Climate and Job Satisfaction and Commitment

The relationship among "Organizational climate" and "Job satisfaction" has been the area of extensive amount of debate among the researchers in the field. Guion (1973) elevated the issue as "Organizational climate" being just another name for Job satisfaction, thereby considering both the terms to be indistinct. Guion viewed the concept of climate to be redundant and stated that researchers in the area of organizational climate have simply borrowed items for instruments from measures of job satisfaction.

Schneider and Snyder (1975) to resolve the issue elevated by Guion, conducted the study on 522 managerial and non-managerial employees from 50 life insurance companies. They circulated an organization climate and job satisfaction instrument to employees of insurance companies. The study result indicated that there was more level of consensus among employees about their organizational climate than about their level of job satisfaction.

Thus, above researcher proved that organizational climate though are related concepts, but are not the same. Joyce and Slocum (1979) with various other researchers also differentiated climate from job satisfaction. According to them organizational climate represents the perceptual description of the work setting while job satisfaction is an affective assessment of the various aspects of work.

Review of Literature

Review of literature aims to re-evaluate the key points of present knowledge and includes substantive findings with theoretical and methodological contributions on a particular topic. It comprises of secondary sources which do not contain any new or original work but helps in identifying the research gap. Literature review is also very useful to determine focused problem on which the research is to be carried out.

Organizational Climate

Nagaraju & Pooja (2017) compared the perception of employees about organizational climate working in public and private sector banks through dimensions of organizational climate. Employees' performance can be improved when organizations are employee-centered and achievement oriented. The data was collected from 150 employees of public and private sector banks. Statistical techniques of means, standard deviations and ANOVA were used to analyse the data. The findings indicated that organizational climate significantly differs in public and private sector banks under study. Organizational climate stimulates employees and makes them feel as part of the organization was revealed in the study. In private sector bank, employees have significant high perception about training related to the job and to meet the professional standards which enhances their efficiency and effectiveness of their work.

M. Muthukumar and K. Guru (2016) studied the organizational climate and its dimensions in 41 branches in Chennai of Karur Vysya Banks. Organizational climate covered seven dimensions like work environment, team work, management effectiveness, commitment, competency, rewards and recognition. Data collected was analyzed using chi square test. The major findings revealed that employees were widely satisfied with the training provided, had clarity about organizational goals and objectives, employees expect monetary reward.

Yadav, Balaji, Narendra (2016) organizational climate determines the employees' perception and perspectives of an organization. It is referred as the set of measurable attributes of a work environment as perceived by employees. The study aimed at determining the perceived and prevailing climate and its impact on the production. Dimensions of

organizational climate help organization to understand employees better to infuse positive changes. The study consisted of primary data obtained from 150 employees. The data was analysed and it was found that three dimensions i.e. structure, risk and conflict was satisfactory perceived while other three dimensions namely warmth and support, responsibility and reward was perceived to be good while one dimension expected approval required the improvement.

Meenakshi Gupta (2014) aimed to understand the organizational climate of pharmaceutical industry in India. Data was collected with the help of structured close ended questionnaire using convenience sampling design. Chi square was used to analyse the data and was concluded that most of the employees do not face any kind of problem while working in the organization but some of the employees face attitude problem, which includes resistance to change by the immediate boss, interpersonal relations and lack of co-operation by the other employees.

Sheoran, S., Kavitr, Punia, B. K. (2012) carried out the study on employees perception of organizational climate in India Corporate Sector. They are of the opinion that organizational climate replicates the employees' perception and emotional responses. Data from 670 employees working in different organizations of India were collected to determine the difference in the perception of organizational climate across sector and demographic variables. The data was analyzed using statistical techniques

i.e. mean score, standard deviations and F- test (ANOVA). The result of the study revealed significant difference in employees' perception across demographic variables specifically related to qualification, gender of the respondents, managerial cadre, type of organization (public/private) and salary band.

Kuldeep Kaur & Dr. Gurpreet Randhawa (2012) examined the perception of organizational climate of employees of manufacturing enterprises in Amritsar. The authors are of opinion that assessing the perception of organizational climate is a good indicator of how individuals feel about their organizations. The primary data comprised of 200 employees of 10 manufacturing enterprises in Punjab, Amritsar. The dimensions of organizational climate used in study were working conditions, communication patterns, participation in decision making, job clarity, grievance handling, professional and team spirit. The result of the study revealed lower trust climate and low group climate that did not encouraged open communication. The study also found lower innovation and creativity in climate that affected the way the tasks to be performed by employees in the organizations.

Organizational Climate And Employee Commitment And Job Satisfaction

Mishra M., Pandey A. (2014) stated that job satisfaction plays an important role in determining and improving the quality of one's life. When one is satisfied with the job his morale gets boosted and aspires to rise ahead in future life. It makes person more confident and helps in having healthy work life. But when person is dissatisfied with work may suffer from difficulties and abnormality in her family, work and personal life.

Mr. P. Siva Kumar, Dr. R. Kannappa (2014) conducted study on nurses of multispecialty private hospitals. The study aimed at examining the demographic factors of the respondents related to organizational climate and job satisfaction. Data was collected from 565 respondents using questionnaires from hospitals of Coimbatore. The hypotheses were tested with ANOVA statistical technique. The result of the analysis revealed that there is considerable difference among the organizational climate dimensions (team work, integration, work environment and autonomy), job satisfaction dimensions (Reward and recognition, work balance, job requirement and staff relation) and age of the respondents. There is also difference between qualification of the respondents and job satisfaction dimensions along with organizational climate dimensions except autonomy.

John Schulz (2013) studied the impact of organizational climate, role conflict, role ambiguity on job satisfaction. The study was conducted on academic staff of research intensive universities of UK. Total of 448 respondents were used in the study. The study result found that there exist multiple organizational climates in the universities namely the Adhocracy climate, the Market climate, the Clan climate and the fourth one was the Hierarchy climate.

Clan climate had characteristics of flexibility, spontaneity and individuality and concentrated on internal relations between various staff members. In such climate leaders stimulate decision making, team work and collaboration. Bureaucracy was equated to hierarchy climate. It featured rules, regulations, control and accountability. Similar to clan climate, adhocracy also features more of flexibility and individuality focusing on the external factors. It emphasized innovation, development and inculcating entrepreneurial practices. The last type of climate known as market climate focuses on achieving goals in competitive scenario. The study aimed at exploring the impact of organizational climate on job satisfaction with role stress. Multiple regressions were used to analyse the data gathered. The result of the study revealed that there was direct relationship between clan climate of organization with employees' job satisfaction. As clan climate provided opportunities to participate in organizational management which in turn decreased the conflict and enhanced the clarity. The supportive environment created an intrinsic satisfaction among staff members.

Zijada Rahimic (2013) aimed at analysing the vital role and impact of various dimensions of organizational climate on job satisfaction. The study was conducted in Bosnia and Herzegovina Companies. Organizational climate intervene task and interpersonal relations, affects the communication process, problem solving, learning, motivation and efficiency. On the basis of data analysis, the study concluded that the opinions of people working at the higher managerial level in the organization have more optimistic views about the organizational climate. The research study also concluded significant direct relation between organizational climate and job satisfaction. Organizational climate has direct influence on success of any organization as satisfied and well-motivated employees achieve the better results. For a company to survive and grow in future, managing organizational climate is essential.

Hickman Janet Susan (1986) the study attempted to discern the differences and similarities in the perception of nursing faculty in two types of nursing program regarding perceived organizational climate and expressed job satisfaction. Nursing faculty from traditional generic nursing programs was compared with nursing faculty from programs limited to registered nurses on these variables. The relationships between variables were examined for both the groups. The study found that knowledge of climate dimension conducive to job satisfaction would provide direction. A satisfied faculty would be able to demonstrate a greater commitment to objectives and create more positive leaning environment for students. A satisfied faculty would also decrease faculty turnover and provide more stability to nursing program.

Methodology

Introduction

The methodology chapter of this work deals with the details of the population under study, the research design, measurement scales used for data collection, the statistical tests used to draw various implications of the study. To attain the objectives of this study, an empirical investigation was essential besides the literature review. Conceptual framework of the study was developed based on literature review on curricula details of the cohesiveness of corporations.

Research Design

It is the preparation of an action plan which is aimed at organizing and interpreting data in the overall framework of the study in order to solve the research problem. The research design tries to find acceptable answers to the research objectives based on the shreds of evidence collected and analysed the overall cohesiveness of corporations of organizations working.

Objectives of The Research Study

To investigate the relationship between organizational climate & its various dimensions with job satisfaction and employee commitment

To find out the difference among selected employees with respect to their perception of organizational climate and level of job satisfaction and employee commitment.

To identify the difference between selected employees with respect to their perception of organizational climate and level of job satisfaction and employee commitment.

To determine whether perception of organizational climate and job satisfaction vary across the different demographic variables (gender, designation and educational qualification).

Research Questions Of The Research Study

Following are the major research questions:

How do the employees perceive organizational climate of their respective organization?

Whether there exists significant difference regarding organizational climate and job satisfaction?

Would there be any difference between various demographic variables (viz. Gender, designation and educational qualification) regarding perception of organizational climate and job satisfaction?

Hypothesis of the Study

The following hypotheses were formulated for the conduct of this research study.

Ho1: There is no significant association between organizational climate and job satisfaction and commitment among employees.

Ho2: There is no significant association between various dimensions of organizational climate and job satisfaction and employee commitment.

Ho3: There is no significant difference in perception of organizational climate of males and females.

Ho4: There is no significant association between the employee's designation and their perception about organizational climate.

Ho5: There is no significant association between the employee's qualification and their perception about organizational climate.

Ho6: There is no significant difference between males and females about their job satisfaction and commitment.

Sampling Technique

Convenience sampling is one among the non-probability sampling methods, in which we choose the sample units from the population, depending upon certain criteria like willingness to participate, accessibility and proximity. In other words, convenience sampling is conducting studies on those units of the population, which are easily available to the researcher. It has been a reliable technique for social empirical researchers since so long. Still there is limited reviews about convenience sampling and how to put it to the best use yet.

We have chosen this sampling method, as the population is large or not well defined and when randomization is not possible. It also becomes appropriate when the available probability sampling methods are cost-prohibitive and time consuming.

Sample Size

A detailed questionnaire was prepared with a lot of care and deliberation. The questions were designed on five-point scale and was sent to a 100 employees in different companies.

Data Collection Tool – Questionnaire Development

The research data collection through questionnaire. As a part of the research, a questionnaire was developed using review which was used to collect data from both employees and officers.

Data Analysis and Statistical Techniques

In the study the qualitative and the quantitative data gathered data analysis is carried out. The analysis of the qualitative data involved content analysis. The content analysis is the methodology used to analyze the content in a systemic manner that helps to derive a group of categories that represents a homogenous opinion in the survey. For quantitative data analysis, both descriptive and inferential statistics is used in the study. The primary data obtained from the respondents were coded, tabulated and analysed using MS excel. Descriptive statistics were used to collect information about all demographic variables. Analysis involved computation of various tests presented as tables.

Analysis of Data

Descriptive Statistics of various aspects of Job Satisfaction

Statements relating to Job Satisfaction	Mean	SD
	I find my job interesting	3.92
I find my work challenging	3.86	0.522
I can show my abilities in this job	4.17	0.738
I have enough autonomy in doing my job	4.18	0.601
I get satisfaction from the work I do	4.16	0.540
Salary paid	3.98	0.439
Other financial incentives such as HRA, LTC, Low interest loans, Conveyance etc.	3.87	0.596
Pay increments and revision	4.13	0.760
Retirement benefits	4.15	0.560
There is job security in my organization	4.01	0.353
Organization try to retain its best employees	3.85	0.674
I feel safe at work place	4.23	0.696
Working hours of the bank	4.15	0.687
People work like team	4.12	0.678
Colleagues are friendly and respect each other	4.15	0.584
Employees consult each other when they need support.	4.19	0.592
Individuals appreciate the peers.	4.17	0.542
Overall Job Satisfaction	4.08	0.314
Overall Job Satisfaction	4.08	0.314

The job satisfaction of the respondents was measured using various statements. The mean score for overall satisfaction

as well as for various elements were computed. The mean scores for all were above 3 indicating high job satisfaction of respondents.

The respondents were most satisfied with feeling of safe at work place (4.23). Followed by enough autonomy in doing the job (4.18), Employees consult each other when they need support (4.19). Individuals appreciate the personal contributions of their peers and employees can employees can show their abilities in job had the same mean sore of 4.17. 4.16 were the mean score of satisfaction from the work they do. Retirement benefits, working hours of the bank and colleagues are friendly and respect each other had the same mean score of 4.15. Pay increments and revisions (4.13), People work like team (4.12), job security (4.01) salary paid (3.98), employees find job interesting (3.92), other financial incentives such as HRA, LTC (3.87), employees find their work challenging (3.86). The element that provides least satisfaction to employees was organization try to retain its best employees (3.85).

Hypotheses Testing

Ho1: There is no significant association between organizational climate and job satisfaction and commitment among employees.

Table: Correlation

Job Satisfaction		
Organizational Climate	r	0.79**
	p (two tailed)	0.00
	N	1500

**Correlation is significant at the 0.01 level (2-tailed).

The r value = 0.790, P value = 0.000 and N= 1500. As p value is significant i.e.

0.000 which is less that 0.05, the results indicates good positive correlation between Organizational Climate and Job Satisfaction. Therefore null Hypothesis is rejected.

Ho2: There is no significant association between various dimensions of organizational climate and job satisfaction and employee commitment

Table: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.812 ^a	0.659	0.658	0.183

Table :ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.177	6	16.196	481.289	.000 ^a
	Residual	50.242	94	.034		
	Total	147.418	100			

a. Predictors: (Constant), Comp6, comp2, comp3, comp4, comp5, comp1

b. Dependent Variable: Job Satisfaction

It is clear from the ANOVA test that shows the table significance value 0.05 is greater than calculated significance value 0.000. It means there was significant correlation between dependent variable job satisfaction and various independent variables viz. Dimensions of Organizational Climate. The adjusted R2 value of .669 indicates that the model explains 66.9% of the dimensions are responsible for job satisfaction. The significance value for all the dimensions of organizational climate is less than 0.05 and thus the null hypothesis is rejected and alternative hypothesis is accepted that there is an association between various dimensions of organizational climate and job satisfaction.

Ho3: There is no significant difference in perception of organizational climate of males and females.

Table: T test - Gender and their association with perception on Organizational Climate

Gender	N	Mean	SD	T	P
				value	value
Males	83	4.04	.306	1.621	.105
Females	17	4.02	.307		

The relationship between respondent’s gender and their perception about organization climate was compared using Independent T test. Result of T test indicated the p value as 0.105. Therefore the null hypothesis is accepted i.e. there is no difference in perception of organizational climate of male and female.

Ho4: There is no significant association between the employee’s designation and their perception about organizational climate.

Table: T- Test Designation and their association with perception on Organizational Climate

Designation	N	Mean	SD	T	P
				value	value
Officer	42	4.02	.323	-1.322	.187
Clerk	58	4.04	.292		

To test the association between qualification of respondents and their perception of organizational climate T test was conducted. Table presents the p value as 0.187 which is greater than 0.05. Thus null hypothesis is accepted i.e. there is no significant association between the bank employee’s designation and their perception about organizational climate.

Ho5: There is no significant association between the employee’s qualification and their perception about organizational climate.

Table: T- Test (Qualification and their association with perception on Organizational Climate)

Qualification	N	Mean	SD	T	P
				value	value
Graduate	37	4.01	.299	-3.429	.001
Post Graduate	63	4.07	.318		

P value of T test is 0.001 which is significant and hence we reject null hypothesis. That means there is significant difference between graduate and Post graduate in perception about organizational climate.

Ho6: There is no significant difference between males and females about their job satisfaction and commitment.

Table: T- Test Gender and their Association with Job Satisfaction

Gender	N	Mean	SD	T	P
				value	value
Male	83	4.08	.305	1.315	.189
Female	17	4.06	.326		

T test analysis was used to test the difference in job satisfaction and employees gender. P value is 0.189 hence gender of the respondents does not have any significant difference in their level of job satisfaction. Thus null hypothesis is accepted.

Findings, Conclusion And Suggestions

In the changing scenario of job market where there is more diverse work force, readiness of younger employees to move to another better job, technological up gradation creating healthy, open, innovative and flexible organizational climate is the greatest challenge. HR professionals in today’s time has to face challenges in formulating and implementing Human Resource policies to maintain or enhance bank employee’s productivity and their job satisfaction.

The study provides an insight in to the existing organizational climate and its impact on employee's job satisfaction. The study identified various dimensions of organizational climate. The analysis revealed positive correlation between organizational climate, its various dimensions and job satisfaction. Employees are the most important and unique assets of any organization. No organization can survive, grow or succeed without its employees. Employee's job satisfaction their performance, motivation, commitment is highly influenced by the Climate of organization. So every organization should put the efforts to improve and create healthy climate for its employees. The study findings lead us to the conclusion that there is significant difference in selected aspects of organizational climate and job satisfaction and commitment.

The data analysis has indicated that there was difference in selected public and private sector banks respondents regarding opinion about difficulty in adjusting to the existing Organizational climate and Organizational climate affect health adversely. Further the findings of the study also led to conclusion that there was no difference in perception of organizational climate and job satisfaction level of male and female employees. Designation of employees was also independent in perception of organizational climate but there was difference in their job satisfaction. There was significant difference in perception of organizational climate and job satisfaction of Post graduates and graduates. Post graduates have more positive perception of organizational climate and are highly satisfied than graduates.

There are various significant crucial and apparent implications of the research study. The study brings out the statistically significant association between organizational climate its dimensions and job satisfaction. Every organization should be persistently being conscious of their organizational climate, mechanisms to check that they need to improve the climate and employees perception. employee's perception towards organizational climate and their job satisfaction will affect any banks performance and growth.

The study also reveals the fact that there is difference between peoples regarding perception of organizational climate and employees' job satisfaction and commitment level.

Suggestions

Organizational Climate

Organizational climate can get better if organizations focus on aspects of knowledge and information sharing across the organization and providing information to employees needed to perform job well.

Morale across the organization, employees feeling of being valued and part of organization, fair treatment, appreciation of senior management, transparency in transfer policy, opportunity for personal growth and development are the areas which requires focus of management to improve their organizational climate.

Organizations also needs to concentrate on physical amenities required by employees to do the job. Managers should listen to his/her staff.

When organizational climate is weak it affects employee's productivity, satisfaction, motivation and therefore every organization should take the measures to improve their climate.

Job Satisfaction and Employee Commitment

Job Satisfaction and Employee Commitment should be assessed at regular intervals for developing practical, realistic policies which brings success and progress to organization.

Organizations should pay attention on making the job interesting for their employees as they score low in this aspect.

Salary paid, other financial incentives such as HRA, Pay increments and revision, retirement benefits, job security are the areas of low satisfaction Organizations should provide better compensation and other benefits in order to enhance the satisfaction level of their employees.

Limitations of the Study:

The study is confined to 100 peoples only so it would be inappropriate to generalize it for entire population.

There are radical changes going on in industry which leads to changes in organizational climate and there by job satisfaction and employee commitment. Thus it is difficult to obtain accurate conclusions.

The research study was based on collection of primary data through use of structured non disguised questionnaire. All hard work was done to verify, lessen and reduce unclear responses as given by employees.

The sampling design and sample size used by the researcher for the given study may limit the findings of the study.

Challenges Faced and Steps Taken to overcome it

Choosing the Right Topic: research topic is the foundation on which everything else rests,so it's crucial to choose carefully.

Developing a doable topic: Determining what resources I have available—time, money, people—and choose a topic that I can do justice.

Choosing the Right Methodology: Once chosen a topic, A methodology was need—a procedure for conducting research—in order to move forward.

The best way to choose it is not to choose: The methodology that's used comes from the research question.

Finding Study Participants: Once I have topic and methodology, it's time to conduct study, and that means finding participants. Targeting a particular group, locating advocates within that social network," and then asking them to recommend others who might be willing to participate in the study

Dealing With Data: he final challenge is knowing how to make sense of the data collected. hen you have that kind of qualitative data, and you're looking at it cold, the biggest challenge is not to look at it with any preconceived ideas

The key thing in qualitative research is looking for patterns, and that's where using MS excel was invaluable for data analysis.

Future Scope

The study covered comparative study of 100 employees from a few organizations, similarly future research can incorporate comparative study on other public and private organizations. Also comparative study of Co-operative, Regional rural and Foreign organizations can be taken for the future research.

Other research studies can be carried out to investigate the various other variables that have significant relationship with organizational climate such as motivation, performance.

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Appendices

Demographic Statistics

Gender:

Age:

Qualification Income:

Marital Status:

Kindly state your degree of agreement on each of the following by putting tick on 5 point scale.

(SD) Strongly Disagree, (D) Disagree, (N) Neutral, (A)

Agree, (SA) strongly agree

STATEMENTS	1 SD	2 D	3 N	4 A	5 SA
The organization's goals and objectives clear to me.					
Clear reporting structures have been established.					
I am clear about my roles and responsibilities					
My immediate manager values the contributions I make.					
I feel valued as an employee.					
I enjoy being a part of this organization.					
I am satisfied with the methods of performance appraisal adopted.					
I receive regular feedback regarding my work performance.					
Management suggests me with adequate corrective action.					
I find my job interesting					
I find my work challenging					
I can show my abilities in this job					
I have enough autonomy in doing my job					
I get satisfaction from the work I do					
Salary paid					
Other financial incentives such as HRA, Low interest loans, Conveyance etc.					
Pay increments and revision					
Retirement benefits					
There is job security in my organization					
Organization try to retain its best employees					
I feel safe at work place					
Working hours of the bank					
Organization provides sufficient amenities					
People work like team					
Colleagues are friendly and respect each other					
Employees consult each other when they need support.					
Individuals appreciate the personal contributions of their Peers					