

A STUDY ON THE IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION WITH SPECIAL REFERENCE TO JOSCO RUBBER PONDY PRIVATE LIMITED

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ABSTRACT

A study of human behaviour is both rewarding and necessary because a fair degree of understanding of the people working around him can enable a person to develop his competencies. People need knowledge, attitude and skills to perform tasks. Knowledge can be attained by classroom study and reading. The other factors can be developed by 'on-the-job' training. An organization to be successful has to develop the competencies of its employees. Competent and motivated employees are essential for organizational survival, growth and excellence. Motivated employees are the biggest asset of an organization. We live today in an age of rapid changes where liberalization, privatization, globalization, technology movement, quality improvement and the like have become the buzzwords. Competition and survival of the fittest has become the order of the day. In this new order people hold the key. The people-oriented approach focuses on the relevance of human behaviour and innovative management of human resources. Human behaviour has a strong influence on the working environment of an organization.

Keywords: Organizational climate, Satisfaction level of employees working

1. INTRODUCTION

Organizational climate and job satisfaction form two important and complex dynamics of organizational behaviour. The impact of organizational climate on job satisfaction is very high in employees at all levels. Right from the time of joining the organization till his/her retirement, an individual is influenced and shaped by the organizational climate prevailing in his/her organization. A major part of an employee's waking hours is spent in his organization. A good organizational climate helps people to apply their abilities for their own benefit and for that of others. So, Organizational climate has become an important topic for the study of organizational behaviour and for the practice of human resource management.

2. REVIEW OF LITERATURE

A review of past studies is useful to define concepts and formulate the methodology clearly and objectively. Therefore an attempt is made in this chapter to present a review of the previous studies and the theoretical frame work of the study.

- ❖ **Santhapparaj (2005)** He studied the Job Satisfaction of the women managers working in automobile Manufacturing Industry in Malaysia. The study investigated the relationship between specific aspects of Job Satisfaction and the personal characteristics of women managers. It was also aimed to retest the Herzberg's Two-Factor theory. The correlation analysis showed that there was a significant negative correlation between education level and pay, promotion people on present job and job in general.
- ❖ **Rakesh Kumar (2014)** This studied the impact of Organizational climate on Job satisfaction in the Zonal office of Bharti Airtel at Shimla. The main objective of the study is identifying the major characteristics of organizational climate that influence the JS. A survey is conducted to find if the employees are satisfied or not with respect to climate or culture of the organizational climate.
- ❖ **ZijadaRahimić (2013)** The study analyzed the importance and impact of different dimensions of organizational climate that influence the JS, employees motivation and performance in Bosnia and Herzegovina (BiH). The paper reveals that employees with higher organizational hierarchy have positive response towards the organizational climate
- ❖ **RashmiRai (2014)** The purpose of the study was to determine the aspects of organizational climate that promote and enhance job satisfaction, to determine the degree of job satisfaction among the organizational employees and to recommend changes that can be made to improve job satisfaction, performance levels and reducing the turnover wastage. This study found a positive relationship between organizational climate and employee satisfaction; as if the climate of any organization is found unable to create a satisfactory atmosphere for its employees it may lead to decline in the loyalty and satisfaction of the very important assets of any organization

3. OBJECTIVES OF THE STUDY

- ❖ To understand the relationship between organizational climate and employee job satisfaction
- ❖ To analyses the organizational factors which affect employee job satisfaction.
- ❖ To study the effectiveness of job satisfaction based on their work experience.

4. RESEARCH METHODOLOGIES

A structured questionnaire has been preparing and distributed among the employees for gain maximum insights from respondents. The complete data was checked, numbered and tabulated according to the responses collected from the employees using the percentage method which was essential for the study for the proper analysis of data, graph, tables, chart are used for the easy and quick interpretation.

❖ DATA COLLECTION

Source of data

The data of the study was collected from primary and secondary sources.

Primary source

The primary data was collected through questionnaire and by meeting the respondents personally.

Secondary source

The secondary data was collected from the official website of the company various and internal records. It is the systematic procedure of collecting information in order to analyse and verify a phenomenon. The collected data are coded, edited, tabulated and represented in charts. The analysis is mainly conducted by using statistical tools like percentages, averages etc.

Sampling Size

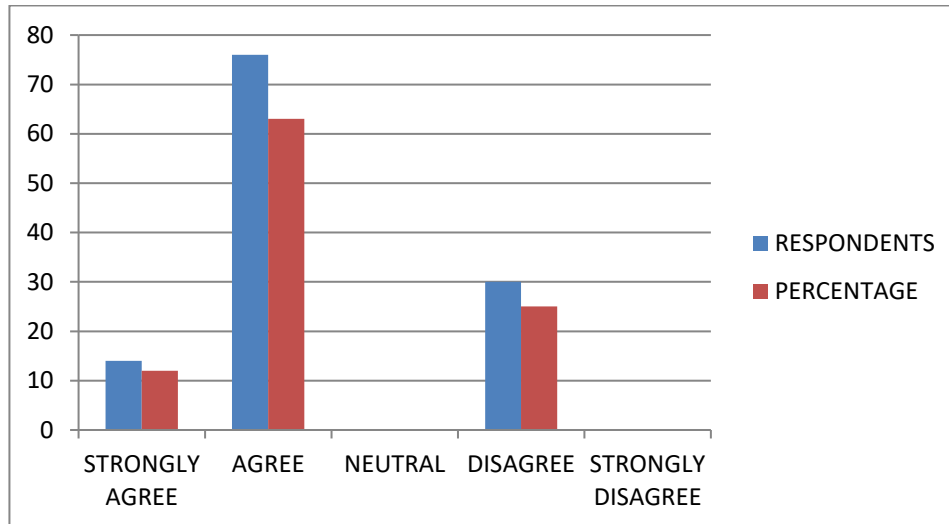
Sample size is closely related to the inherent variability in the data. The number of samples required increases with increasing variability. The data have been collected from middle level employees using a questionnaire for a sample size of 120, further the collected data is analysed and interpreted using simple percentage analysis and correlation and regression.

5. ANALYSIS AND INTERPRETATION

TABLE: 1: MEDIOCRITY IS NOT TOLERATED TO AGREATER EXTEND IN THE ORGANZATION

PARTICULARS	RESPONDENTS	PERCENTAGE
STRONGLY AGREE	14	12
AGREE	76	63
NEUTRAL	0	0
DISAGREE	30	25
STRONGLY DISAGREE	0	0
TOTAL	120	100

CHART:1: MEDIOCRITY IS NOT TOLERATED TO A GREATER EXTEND IN THE ORGANIZATION



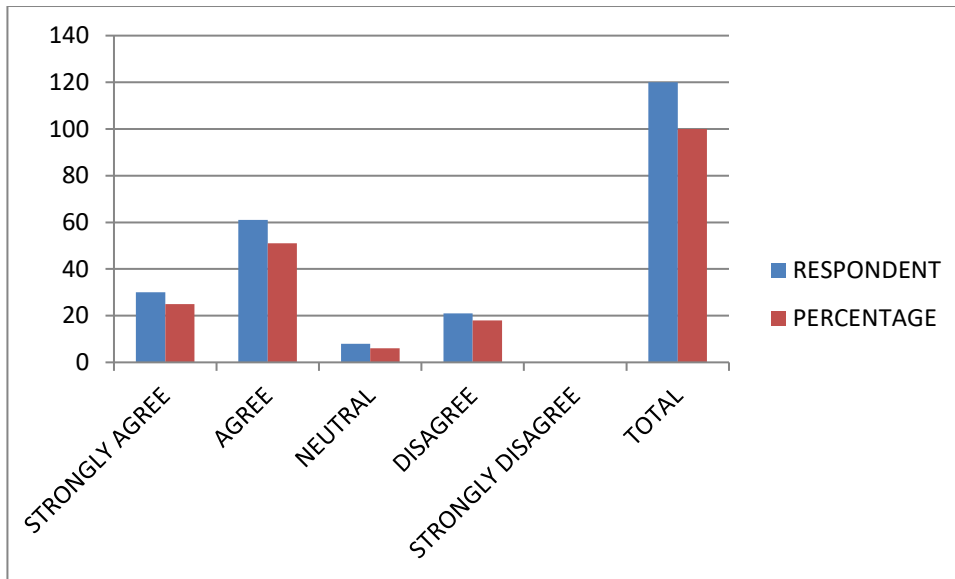
INTERPRETATION

From the chart it is evident that 12% of respondents are strongly agree with the fact that mediocrity is not tolerated to a greater extend in the organization. 63% of respondents are agreed with it, 0% has neutral opinion on this and 25% are disagreeing with it, 0% is strongly disagreeing with it. Hence it is clear that majority of employees agreed that mediocrity is not tolerated to a greater extend in the organization.

TABLE: 2: PROPER AUTHORITIES BEING DELEGATED AT WORK

PARTICULARS	RESPONDENT	PERCENTAGE
STRONGLY AGREE	30	25
AGREE	61	51
NEUTRAL	8	6
DISAGREE	21	18
STRONGLY DISAGREE	0	0
TOTAL	120	100

CHART: 2: PROPER AUTHORITIES BEING DELEGATED AT WORK



INTERPRETATION

From the chart it is evident that 25% of respondents are strongly agree with the fact they have proper authority being delegated at work. 51% of respondents are agreed with it, 6% have neutral opinion on this and 18% are disagree with it, 0% are strongly disagree with it. Hence it is clear that majority of employees agreed that prior authorities being delegated at work.

FINDINGS

- ❖ In the correlation analysis, it was revealed that there is a high positive correlation (0.9598) between clarity of expectations and employee job satisfaction. Here the correlation result showing that there is a high positive relation between the variables.
- ❖ In the correlation analysis, it was revealed that there is a high positive correlation (0.9936) between Standards and employee job satisfaction. Here the correlation result showing that there is a high positive relation between the variables.
- ❖ In the correlation analysis, it was revealed that there is a high positive correlation (0.9699) between Respondents and employee job satisfaction. Here the correlation result showing that there is a high positive relation between the variables.
- ❖ In the correlation analysis, it was revealed that there is a moderate positive correlation (0.7228) between Flexibility and employee job satisfaction. Here the correlation result showing that there is a moderate positive relation between the variables.

- ❖ In the correlation analysis, it was revealed that there is a high positive correlation (0.8838) between Reward and Recognition and employee job satisfaction. Here the correlation result showing that there is a high positive relation between the variables.
- ❖ In the correlation analysis, it was revealed that there is a high positive correlation (0.8783) between Team commitment and employee job satisfaction. Here the correlation result showing that there is a high positive relation between the variables.
- ❖ From all the correlation analysis, it was revealed that all the variables are showing high positive correlation, organizational standards show highest correlation value (0.9936) than the other variables.
- ❖ In this study majority of respondents (82%) agreed that clarity of employee expectation results in job Satisfaction. In that only few respondents (18%) show disagree towards the opinion.
- ❖ In this study majority of respondents (93%) agreed that Organizational Standards results in Job Satisfaction.

SUGGESTIONS

- For a crucial decision by management, the more significant factors can be taken into account. To these significant factors, a few other important factors like conformity to rules, organization clarity, fringe benefits, appreciation and praise can also be added.
- Alone fear, pressure and punishment theories are no more successful in the organization. They more or less lead to frustration and dissatisfaction. So overall these things do not motivate the employees. Too much discipline, pressure, and tension should not be imposed on the employees.
- Management development programs (MDP's), Personality development Programs (PDP's) and quality improvement programs (QIP's) should be well arranged at regular intervals in the interests of all levels of executives. Proper training should be imparted to the employees so they can achieve high level of effectiveness and job satisfaction.
- The standard fixed must not be so high that it creates tension and frustration in the minds of employees, because mental state of an executive will definitely affect the performance on the job, free of such fears, they can work in better way.
- Rules and Regulations are important in a workplace as it helps reinforce and clarify the standards expected of employees and help employers manage staff more effectively as it defines what is acceptable and unacceptable in the workplace. At the same time flexibility in working environment also an important factor. Using a flexible workplace arrangement over the traditional and rigid arrangement offers many advantages such as a boost in employee morale, an increase in employee engagement, efficiency and productivity, a decrement in employee absenteeism among others.

- The rewards that a business organization gives to their employees can be based on either their performance or membership criteria. Performance-based rewards are exemplified by the use of commissions, piecework pay plans, incentive schemes, group bonuses, merit pay or other forms of pay for performance plans. Reward management in a business organization deals with the design, implementation and maintenance of reward practices that are geared towards the improvement of the business organizations performance.

CONCLUSION

This study is analysing the Organizational climate and job satisfaction in Josco Rubber Pondy Pvt. Limited. The organization climate factors of the company have a positive impact on job satisfaction. Employees will feel comfortable and confident with the organization safe with their job. If employees satisfied with their work, they want to support the goals, objectives and maintain their membership in the organization. The project entitled **“A STUDY ON THE IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION WITH SPECIAL REFERENCE TO JOSCO RUBBER PONDY PVT.LTD.”** From this study it can be concluded that the employees of Josco Rubber Pondy Pvt. limited have enjoy job satisfaction.

It can be seeing that when company provides good organizational climate with all the requirements, the employees have strong desire to spend the rest of their career in this organization. In recent years, there has been a shift in the dynamics of the organization climate. Today's workforce demands a balanced lifestyle along with satisfactory pace of professional growth. The organization's expectations from employees are also increasing.

The anticipation of loyalty-to employer by the employee is being replaced by his/her individual performance and performance is directly proportional to employee's satisfaction with his/her job. This requires the organization to maintain a balanced and healthy climate which can satisfy its employees. As per the study the investigator can conclude that there is a positive relationship between the Organizational climate and the employee job satisfaction.