



A STUDY ON INFLUENCE OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION OF EXECUTIVES WORKING IN LIC AT VELLORE, TAMIL NADU, INDIA.

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Abstract

Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus, each organization deals with its members in a district way through its policies on allocation of resources, communication pattern, reward and penalty, leadership and decision-making style etc. An organization climate is an intentional creation. Once established, it hardly fades away. This paper focused on the influence of organizational climate on executives job satisfaction and the researcher took the simple random sampling and the sample size is 100 and also the analysis used ANOVA to find the results.

Keywords: Organizational Climate, Job Satisfaction, Human Resources.

Introduction

Jewell and Siegall (1990) emphasized that organizational climate is descriptive concept based on individual perceptions of the social environment of an organization. Employees observe what happens to them and around them, and then draw conclusions about their organization's priorities. They then set their own priorities accordingly. Thus, these perceptions provide employees with direction and orientation about where they should focus their energies and expectations.

Organizational climate is the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve an organization's goals. This includes the leadership focus, authority and responsibility, resource policies and planning deployment or implementation. The task of an administrator is to create an organizational structure and culture that encourages employees to work hard and to develop supportive work attitudes and allows people and groups to cooperate and work together effectively. The way a climate or culture is designed or evolves over time affects the way people and groups behave within the organization. The organizational climate affects the people's processes and decisions, behavior and motivation, teamwork and cooperation, social relationships and rewards of good performances. As for LIC of India, climate is a necessary link between organizational climate and Executives attitude and behavior. It has been remarked that the formal characteristics of LIC have an important influence on the way in which Executives perceive the climate.

The climate of the organisation has a vital impact on individuals in the workplace. Furnham (1997) describes the significant relationship between organisational climate and the job satisfaction. Organizational climate, on the other hand, is often defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization. Organisational climate defines the culture being followed in the organisation. This determines how well the organisations culture is impacting the employees in the workplace. In this study we study how the different factors like age,



gender, salary, remuneration, recognition, decision making authority of the employees influence job satisfaction. Human resource is the most precious resource for any organization. Recruitment of right person on the board of a company is indispensable for success of the organization. Human resources solution providers consist of dedicated team of experts which provides its clients with workforce solutions like hiring right candidate (temporary and permanent nature) to streamline the human resource processes at the clients end. Staffing industry works in an increasingly dynamic business environment today and has seen utmost transition in recent years. It has emerged its status from only “replacing absentee workers” to become “strategic partner” for its clients by providing entire gamut of employment solutions like providing corporate training, pay-roll processing, recruitment process outsourcing, etc. The staffing industry in India is highly fragmented and provides services in varied streams such as Finance, Sales, Engineering, Information Technology and Management. Recent developments on the economic front like opening up of various segments like retails, aviation, etc. for FDI is also a boost for the segment as this will lead to increase in hiring activity.

Review of Literature

Dr. R. Sundhararaman, A. Chandrasekar (2015) compared job satisfaction of employees working in three public and three private sector banks of Tiruchirappalli district. Three public sector banks namely State Bank of India, Indian Bank and Central Bank of India and three private sector banks namely HDFC, ICICI and AXIS bank were selected for the study. The finding of the study showed that employees of private sector banks had less job satisfaction with regard to job security, salary, appreciation or recognition on achieving task and type of job than employees of public sector banks.

Ashu Bhola (2015) investigated the level of job satisfaction of employees at public sector bank in Kathua (J&K) district, identified the employees job satisfaction level, various factors influencing employees job satisfaction and the relationship between personal factors of employees. The job satisfaction of employees can be enhanced with the improvement in factors such as salary, performance appraisal, employee relationship with management and peers, promotional strategies, work burden, working hours, training & development program.

Toan Le Duc (2015) studied factors affecting job satisfaction of employees at bank for investment and development of Vietnam. Data was collected from 120 respondents and analyzed with statistical techniques. The result of the study concluded significant difference in job satisfaction of employees based on gender. Women had higher level of satisfaction than men. However there was no difference in the job satisfaction of employees based on the age and positions. The study also recommended improvement in Income and benefits, enhancing the quality of leadership, relationship with co-worker, policy of training & promotion, quality of work and working condition.

Sangeeta Malpani, Dr. M.G. Varshney (2014) Job satisfaction is beneficial to both employees and employer. Satisfied employees are the power full sources of any economy activity. Job satisfaction improves the work efficiency of employees. Every one want to be achieve higher level of Job satisfaction from their work. The study was conducted in ICICI private sector bank in districts of Udaipur and Rajsamand District in Rajsthan. It was concluded that maximum of employees are strongly dissatisfied or dissatisfied on some of the job aspects. Dissatisfaction level is higher in the reference of pay, promotion, working hour, leave facilities.



Md. Shahidul Islam, Md. Mainul Islam (2014) studied job satisfaction of employees working in public and private sector banks. The degree of job satisfaction that brings good working performance in organization was investigated in the study. Quality of work life, organizational climate, job involvement, organizational commitment and job content were the factors that influenced the employees' job satisfaction. The primary data were collected from 400 respondents randomly from 10 equally selected public and private banks. The result of the study revealed that the bank officers of private sector banks were highly satisfied compared to that of public sector banks as they enjoy better amenities and supportive work environment.

Vishal kumar, Savita (2014) made a comparative analysis of public and private sector bank employees regarding job satisfaction. The main objective of the study was to identify the factors influencing the job satisfaction of public and private sector bank employees and made a comparison on the basis of eighteen attributes of job satisfaction to determine how important these attributes are. The 18 attributes used in the study were compensation and benefits, company's image, facilities, recognition and rewards, role clarity, advancement opportunities, technology, employee's role, job content, corporate culture, job security, employee suggestions for improvement, leadership and interpersonal relationship, teamwork and cooperation, work climate, training and development, performance appraisal system and supervisor ratings. The sample population consisted of 80 bank employees belonging to top middle and lower level management, out of which 40 belonged to private sector and 40 to public sector. The data was analysed with the help of paired t test to determine the perceptual difference between private and public sector bank employees towards the elements of job satisfaction. The results indicated that company's image and job content are the highly perceived elements by private sector employees and job security is the highly perceived element by public sector employees.³⁴

Nawab Ali Khan, Ms. Suhalia Parveen (2014) found out the basic reasons of satisfaction and dissatisfaction among the public and private sector bank employees in UP state through questionnaire which was based on five point Likert's scale. The study compared the satisfaction level of employees working in Canara bank and ICICI bank through some key factors like Salary, Promotion and Training etc. The result of the study showed that satisfaction regarding salary, compensation and benefits and Promotion was significantly higher among the private sector bank employees than the public sector bank employees. While private sector bank employees were dissatisfied with job security as compared to public sector bank employees.

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.

Aarti Varma (2014) compared job satisfaction of employees of public and private sector banks located in Thane Region. Banks have vital role to play in economic development of India. Success of any organization is based on satisfied and hardworking organization workforce. The study found out that employees of public sector banks were more satisfied than private sector banks. The important factors of job satisfaction in public sector banks were salary, organizational culture, time schedule, job security, work load, good and healthy relationship, freedom at work place, feedback, benefits such as



loan, bonus etc.

Suman Devi, Ajay Suneja (2013) measured the extent of Job Satisfaction along with its difference among the employees of Public and Private Sector Banks. The study covered four Commercial Banks in all, namely State Bank of India, Canara Bank, HDFC and Axis Bank. Data was collected from 110 employees of selected banks located at various places in Kurukshetra to ascertain their views on job satisfaction. The target audience was managers, officers and clerks. A questionnaire with five-point Likert Scale was used to collect the response. The result of the study found considerable difference in employees’ job satisfaction of public and private sector banks with regard to certain aspects. Private sector bank employees were more satisfied with increments & revision in pay and training & development than employees of public sector banks. However there was no considerable difference found in the job satisfaction of public and private sector bank employees particularly related to the factors such as performance appraisal, employee participation, relations with peers and job content.

Objectives

To examine the influence of organizational climate on job satisfaction of executives working in the LIC at Vellore.

To suggest feasible solutions to enhance the job satisfaction of executives working in the LIC at Vellore.

Research Methodology

This research paper focused on the key functional area of HRM that is organizational climate. The main aim of the paper is to assess the impact of organizational climate on the job satisfaction of executives working in the LIC at vellore. Basically this paper consists of primary and secondary data. The researcher used the ANOVA by SPSS for getting the results. The researcher used simple random sampling for the data collection and the sample size is 100.

Analysis and Interpretation

Table 1: Influence of Age of the Respondents on Job Satisfaction

Variables	Age	N	Mean	SD	F-Value	P-Value
Pay	Below 30 Years	38	3.36	0.68	1.837	.140
	31-40 Years	136	3.44	0.37		
	41-50 Years	158	3.47	0.43		
	Above 50 Years	94	3.35	0.50		
	Total	426	3.43	0.46		
Promotion	Below 30 Years	38	3.23	0.57	7.577	.000
	31-40 Years	136	3.45	0.38		
	41-50 Years	158	3.44	0.37		
	Above 50 Years	94	3.24	0.49		
	Total	426	3.38	0.43		
Supervision	Below 30 Years	38	3.32	0.57	1.728	.161
	31-40 Years	136	3.47	0.37		



Variables	Age	N	Mean	SD	F-Value	P-Value
	41-50 Years	158	3.45	0.45		
	Above 50 Years	94	3.36	0.52		
	Total	426	3.42	0.46		
Fringe Benefits	Below 30 Years	38	3.45	0.58	4.141	.007
	31-40 Years	136	3.49	0.40		
	41-50 Years	158	3.49	0.42		
	Above 50 Years	94	3.30	0.52		
	Total	426	3.44	0.46		
Contingent Rewards	Below 30 Years	38	3.16	0.58	5.902	.001
	31-40 Years	136	3.44	0.39		
	41-50 Years	158	3.47	0.40		
	Above 50 Years	94	3.34	0.54		
	Total	426	3.40	0.46		
Operating Conditions	Below 30 Years	38	3.40	0.50	4.201	.006
	31-40 Years	136	3.45	0.35		
	41-50 Years	158	3.50	0.40		
	Above 50 Years	94	3.31	0.52		
	Total	426	3.43	0.43		
Co-worker	Below 30 Years	38	3.46	0.67	2.115	.098
	31-40 Years	136	3.48	0.38		
	41-50 Years	158	3.47	0.42		
	Above 50 Years	94	3.34	0.56		
	Total	426	3.44	0.47		
Nature of Work	Below 30 Years	38	3.42	0.57	2.078	.103
	31-40 Years	136	3.42	0.39		
	41-50 Years	158	3.50	0.42		
	Above 50 Years	94	3.37	0.45		
	Total	426	3.44	0.43		
Communication	Below 30 Years	38	3.38	0.62	8.138	.000
	31-40 Years	136	3.45	0.38		
	41-50 Years	158	3.53	0.37		
	Above 50 Years	94	3.25	0.52		
	Total	426	3.43	0.45		

Table 1 shows the mean and standard deviation of the job satisfaction with respect to the respondents' age group. ANOVA was performed to identify the existence of mean difference among the different age group of the respondents. Among the nine variables, five have significant outcome, while the remaining four dimensions does not have a significant outcome. The insignificant outcomes occurred for the Pay(F = 1.837; P = 0.140), Supervision (F = 1.728; P = 0.161), Co-Worker (F = 2.115; P = 0.098)and Nature of Work (F = 2.078; P = 0.103). This shows that the respondents do not differ with respect to their age towards Pay, Supervision, Co-Worker and Nature of Work.



While analyzing the existence of mean difference among the different age groups of the respondents towards Promotion, ANOVA result shows a highly significant outcome ($F = 7.577$; $p = 0.000$). Post-Hoc Tukey test result confirms that the respondents who are 31-40 years (mean = 3.45; SD = 0.38), 41-50 years (mean = 3.44; SD = 0.37) are giving more importance to the Promotion compared to the respondents who are in the age group of below 30 years (mean = 3.23; SD = 0.57) and above 50 years (mean = 3.24; SD = 0.49).

Similarly, in the case of Fringe Benefits also, respondents differ significantly with respect to their age ($F = 4.141$; $p = 0.007$), and the Post-Hoc Tukey test result shows that the respondents who are 31-40 years (mean = 3.49; SD = 0.40), 41-50 years (mean = 3.49; SD = 0.42) are giving more importance to the Fringe Benefits compared to the respondents who are in the age group of above 50 years (mean = 3.30; SD = 0.52).

While analyzing the existence of mean difference among the different age groups of the respondents towards Contingent Rewards, ANOVA result shows a significant outcome ($F = 5.902$; $p = 0.001$). Post-Hoc Tukey test result confirms that the respondents who are 31-40 years (mean = 3.44; SD = 0.39) and 41-50 years (mean = 3.47; SD = 0.40) are giving more importance to the Contingent Rewards compared to the respondents who are in the age group of below 30 years (mean = 3.16; SD = 0.58).

Similarly, in the case of Operating Conditions also, respondents differ significantly with respect to their age ($F = 4.201$; $p = 0.006$), and the Post-Hoc Tukey test result shows that the respondents who are 41-50 years (mean = 3.50; SD = 0.40) are giving more importance to the Operating Conditions compared to the respondents who are in the age group of above 50 years (mean = 3.31; SD = 0.52).

While analyzing the existence of mean difference among the different age groups of the respondents towards Communication, ANOVA result shows a highly significant outcome ($F = 8.138$; $p = 0.000$). Post-Hoc Tukey test result confirms that the respondents who are 31-40 years (mean = 3.45; SD = 0.38) and 41-50 years (mean = 3.53; SD = 0.37) are giving more importance to the Communication compared to the respondents who are in the age group of above 50 years (mean = 3.25; SD = 0.52).

Findings

While analyzing the existence of mean difference among the different age groups of the respondents towards Promotion, ANOVA result shows a highly significant outcome ($F = 7.577$; $p = 0.000$). Post-Hoc Tukey test result confirms that the respondents who are 31-40 years (mean = 3.45; SD = 0.38), 41-50 years (mean = 3.44; SD = 0.37) are giving more importance to the Promotion compared to the respondents who are in the age group of below 30 years (mean = 3.23; SD = 0.57) and above 50 years (mean = 3.24; SD = 0.49).

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While analyzing the existence of mean difference among the different age groups of the respondents towards Communication, ANOVA result shows a highly significant outcome ($F = 8.138$; $p = 0.000$). Post-Hoc Tukey test result confirms that the respondents who are 31-40 years (mean = 3.45; SD = 0.38) and 41-50 years (mean = 3.53; SD = 0.37) are giving more importance to the Communication compared to the respondents who are in the age group of above 50 years (mean = 3.25; SD = 0.52).

Suggestions

This research paper focused on the influence of organizational climate on the performance of their executives to the achievement of goals of the organization to the long run survival. The domestic market has lot of potential and challenges due to globalization. So the organizations has to make sure of their executives performances to achieve their goals. Without the support and train them in good manner. The researcher has suggested to the organization to conduct periodical assessment to equip them in required specifications. In the performance appraisal they have to update the latest system of HR practices to the betterment of executives.

Conclusion

Organizational climate determines the job satisfaction executives' job satisfaction and perspectives of an organization. It is referred as the set of measurable attributes of a work environment as perceived by executives. The study aimed at determining the organization climate and its impact on the executives job satisfaction. Dimensions of organizational climate help organization to understand executives better to infuse positive changes. The study consisted of primary data obtained from 100 executives. 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.

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