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IMPACT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION OF EMPLOYEES IN STATE BANK OF INDIA



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ABSTRACT

Organizational climate is a significant tool for utilization of human resources and also it is a major motivating factor responsible for satisfaction and dissatisfaction of employees. Every organization that strives for profit, progress and sustained development must adopt strategies aimed at enhancing the commitment level of its employees. Organizational climate is considered as a predictor of employees' commitment and improved predominance. Therefore, the



aim of the study is to analyze the impact of organizational climate on job satisfaction of the employees in the State Bank of India in Nagapattinam district of Tamil Nadu. The result of the study reveals that there is a strong positive relationship between the organizational climate and job satisfaction of the employees. Therefore, good organizational climate will increase job satisfaction of employees in the State Bank of India in the study area.

KEYWORDS :*Organizational climate, Job satisfaction, banks.*

INTRODUCTION :

Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure or size. Organizational climate in particular is constantly challenged by changes impacting organizations today (Nair, 2006). To survive and outdo their competitors, organizations are constantly seeking to improve their performance. Brown and Leigh (1996) opinion that organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value to the bottom line should stay in the organization and continue pouring their efforts into their work to benefit the organization.

According to Watkin and Hubbard (2003), high-performing organizations have climates with particular measurable characteristics, which are shown to directly account for up to 30 per cent of the variance in key business performance measures. This is supported by research that examined the relationship between the way in which employees describe their work environments and the relative performance of these environments (Wiley & Brooks, 2000). Since Mayo's (1933) studies at Western Electric, researchers have been interested in understanding how employees' perceptions of the work environment influence their level of job satisfaction. These studies found that environmental factors

influence worker productivity and morale. Peek (2003) in his study report that an organizational climate that allows a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers. Organizations that are able to create environments that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage (Brown & Leigh, 1996). Organizational climate can therefore be regarded as a key variable in successful organizations.

Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. There are two difficulties in defining organization climate: how to define climate, and how to measure it effectively on different levels of analysis. Furthermore, there are several approaches to the concept of climate. Two in particular have received substantial patronage: the cognitive schema approach and the shared perception approach. The cognitive schema approach regards the concept of climate as an individual perception and cognitive representation of the work environment. From this perspective climate assessments should be conducted at an individual level. The shared perception approach emphasizes the importance of shared perceptions as underpinning the notion of climate. Organizational climate has also been defined as "the shared perception of the way things are around here". There is a great deal of overlap in the two approaches. The organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization's culture and influences individuals' behaviour positively or negatively.

JOB SATISFACTION

According to Cranny, Smith and Stone (1992), job satisfaction can be defined as an affective or emotional reaction that an employee has towards a job that is the result of his or her comparison of actual outcomes with expected or deserved outcomes. Job satisfaction has also been defined in terms of attitudes that individuals have towards their jobs (Weiss, 2002). Schneider and Snyder (1975) define job satisfaction as a personal evaluation of the current conditions of the job or the outcomes that arise as a result of having a job. Sempane, Rieger and Roodt (2002) appear to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job.

ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

There are numerous studies investigating the relationship between organizational climate and job satisfaction, with many researchers finding evidence to support the relationship between the two constructs (Field & Abelson, 1982; Friedlander & Margulies, 1969; LaFollette & Sims, 1975; Litwin & Stringer, 1968; Pritchard & Karasick, 1973; Schneider & Snyder, 1975).

In a review of studies investigating organizational climate and job satisfaction, Peek (2003) found that organizational climates that exhibit characteristics such as having a high degree of autonomy, providing opportunities for employees, nurturing relationships among employees, showing interest in and concern for their employees, recognizing employees' accomplishments and holding employees in high regard result in more satisfied workers.

Similarly, Brief (1998) found that salary, benefits and advancement opportunities were components of organizational climate that had a direct influence on job satisfaction. In summary, organizational climate and job satisfaction are distinct but related constructs (Al-Shammari, 1992; Keuter, Byrne, Voell & Larson, 2000). Organizational climate is focused on organizational/institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and

attitudes that people have towards and exhibit about their work.

PROBLEM STATEMENT

Organizational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organizational climate is directly related to the efficiency and performance of the employees. The organizational climate can affect the human behavior in the organization through an impact on their performance, satisfaction and attitudes. Organizational climate of different companies in the same Industry may vary, based on the type and size of the company.

For success of any organization, there is a great need for the presence of job satisfaction, a congenial and healthy organizational climate and constructive behavioral aspects among the workforce. Organizational climate is a significant tool for utilization of human resources and also it is a major motivating factor responsible for satisfaction and dissatisfaction of employees. Every organization that strives for profit, progress and sustained development must adopt strategies aimed at enhancing the commitment level of its employees. Organizational climate is considered as a predictor of employees' commitment and improved predominance. It is clear that behavior is a function both of person's characteristics and the nature of his or her environment - an important environmental feature in work settings.

The health of the economy is closely related to the soundness of its banking system. A fine, efficient and comprehensive banking system is a crucial factor in the developmental process of the economy. Although banks create no new wealth, but their borrowing, lending and related activities facilitate the process of production, distribution, exchange and consumption of wealth. In this way, they become very effective partners in the process of economic development. Today, modern banks are very useful for the utilization of the resources of the country. Therefore, quality of organizational climate is imperative for economic development of the country.

Organizational climate provided by the organizations has assumed significance in view of the recent developments in the banking industry. The industry is witnessing human resource challenges in terms of lot of employees attaining superannuation and new employees are recruited. The employees need to be attracted, maintained and developed to reduce the turnover and improve performance. As the success of organizational climate provided by the organizations depends upon the perception of the members which influences their behaviour and motivation, there is a need to study the level of perception of organizational climate and its impact on job satisfaction of the employees. Survival of the fittest is the order of the day. Customer service has become quite important in the present day situation as competition is increasing among the banks. Everyone is trying to woo the same customer. Retaining the existing customers and attracting new ones has become very difficult; more so for the public sector banks. To deliver quality of the services to customers, prevailing of good organizational climate and job satisfaction of the employees in the public sector banks is necessary one, without these the public sector banks cannot be delivered quality of the services to its customers. Therefore, the objective of the present study is to assess the overall organizational climate and its impact on job satisfaction of the employees of the State Bank of India a giant public sector bank in Nagapattinam district of Tamil Nadu.

RESEARCH METHODOLOGY

The descriptive survey research is considered suitable for the present study. The reason for

selecting the descriptive method of research was that it helps in generalization to a greater extent than the experimental research design. The primary data was collected from the respondents through a questionnaire. A five point Likert type scale was used to measure the perception of the respondents about organizational climate and job satisfaction of the employees.

POPULATION OF THE STUDY

The target population for the present study is all categories of employees working in the branches of State Bank of India in Nagapattinam district of Tamil Nadu.

SAMPLE METHOD AND SIZE

In Nagapattinam district, the State Bank of India has 12 branches. Sample respondents in the present study are divided into three different strata based on the level of management to which they belong. 10 employees from each branch were selected for the study. Thus, a total of 120 sample respondents is selected based on stratified random sampling method.

RESULT AND DISCUSSION

The impact of organizational climate on job satisfaction of employees in state bank of India in the study is discussed in the succeeding pages. Each organizational climate dimension is measured using a set of statements on a 5-point Likert type scale.

Table 1 shows the perception of the respondents about organizational climate dimensions.

TABLE 1
PERCEPTIONS OF RESPONDENTS ABOUT OC DIMENSIONS

S. No.	OC Dimensions	Number of items	Mean	Mean (%)
01	Job Characteristics	10	17.60	35.20
02	Empowerment	7	15.19	43.40
03	Relations	5	15.60	62.40
04	Performance and Reward	12	14.16	23.60
05	Managerial Structure	4	8.84	44.20
06	Power and Centralization	4	8.40	42.00
07	Participative Management	2	4.04	40.40
08	Conflict Resolution	2	2.62	26.20
09	Knowledge and Innovation	7	17.36	49.60
10	Risk Taking	2	4.70	47.00
11	Welfare and Security	5	9.50	38.00
12	Teamwork	4	14.84	74.20
13	Communications	9	20.61	45.80
14	Managerial Style	5	09.60	38.40
15	Compensation	3	04.89	32.60
16	Appraisal System	2	3.38	33.80
	Overall OC	83	171.33	41.28

Source: Primary data

Table 1 shows the overall mean perceptions of OC dimensions of the State Bank of India. The respondents perceive poor perception in all the dimensions except the dimension 'Relations' and Teamwork'. The high positive responses with relations and teamwork indicate the respondents'

agreement with the existence of positive organizational climate with regard to the relations and teamwork. The respondents have low perception with all other dimensions indicates poor organizational climate. The overall mean score for 16 dimensions was 41.28 per cent, which indicate the poor overall organizational climate of the State Bank of India in the study area.

PERCEPTION LEVEL OF ORGANIZATIONAL CLIMATE

The perception level of respondents about the overall organizational climate prevailed in the State Bank of India is analyzed in the in table 2.

TABLE 2
PERCEPTION LEVEL OF ORGANIZATIONAL CLIMATE

Level of Management	No. of Respondents			
	Low	Moderate	High	Total
Higher Level Management	08 (10.81)	13 (50.00)	14 (70.00)	35 (29.17)
Middle Level Management	42 (56.76)	09 (34.62)	04 (20.00)	55 (45.83)
Lower Level Management	24 (32.43)	04 (15.38)	02 (10.00)	30 (25.00)
Total	74 (100.00)	26 (100.00)	20 (100.00)	120 (100.00)

Source: Primary data, Note: Figure in the bracket is percentage of total

Table 2 reveals that out of 120 respondents about 46 per cent, 29 per cent and 25 per cent of the respondents belong to middle level, higher level and lower level management respectively. Out of 74 respondents who revealed a low perception, the majority of the respondents belong to middle level management followed by 32 per cent and 11 per cent of the respondents belong to lower level management and higher level management. Therefore, it can be inferred from the table that the employees of the middle and lower level management perceive poor perception about overall organizational climate when compared to employees of the higher level management in the study unit.

To analyze whether there is any significant relationship between the perception of the respondents about overall organizational climate, a null hypothesis is framed and tested with the help of t-test.

Null hypothesis: The respondents perceive same level of perception about overall organizational climate in the study unit.

TABLE 3
DESCRIPTIVE STATISTICS - ORGANIZATIONAL CLIMATE

Level of Management	Count	t-value	Result
Higher and Middle Level Management	35	3.65	**Significant
	55		
Higher and Lower Level Management	35	4.78	**Significant
	30		
Middle and Lower Level Management	55	1.02	Not significant
	30		

** Significant and 5% and 1% level

It is inferred from table 3 that there is a significant difference between perception of the employees who belong to Higher and Middle level management and Higher and Lower level management about overall organizational climate. However, there is no significant difference between perception of the employees who belong to the Middle and Lower level management of the study unit.

DEMOGRAPHIC VARIABLES AND OVERALL PERCEPTION

The demographic variable and the level of perception about overall organizational climate is shown in table 4.

TABLE 4
ANOVA TEST

Variables		SS	Df	MS	F	Result
Sex and level of perception	Between sample	9905.16	2	9905.16	11.54	*Significant
	With in sample	858.33	3	858.33		
	Total		5			
Age and level of perception	Between sample	2346.00	2	1216.00	5.11	Not significant
	With in sample	1596.00	6	238.00		
	Total	3942.00	8			
Educational qualifications and level of perception	Between sample	2345.00	2	1312.00	2.54	Not significant
	With in sample	2492.18	6	516.00		
	Total	4837.18	8			
Experience and level of perception	Between sample	2132.00	2	1224.00	1.33	Not significant
	With in sample	5415.00	6	918.00		
	Total	7547.00	8			
Level of Management and level of perception	Between sample	2372.00	2	1239.00	2.70	Not significant
	With in sample	2549.00	6	458.37		
	Total	4921.00	8			
Income and level of perception	Between	1785.50	2	985.36	1.87	Not significant
	Within	4236.50	9	527.68		
	Total	6022.00	11			

Table 4 reveals that there is no significant difference between, age, educational qualifications, work experience, level of management, income and level of perception about overall organizational climate. However, there is a significant difference between sex and level of perception about overall organizational climate in the study unit.

JOB SATISFACTION

The mean score obtained by the respondents about overall job satisfaction is shown in the table

5.

TABLE 5
MEAN SCORE - JOB SATISFACTION FACTORS

Job Satisfaction factors	No. of items	Mean Score	Mean Score (%)
Work	20	42.38	42.38
Supervision	11	21.05	38.27
Pay	6	10.68	35.60
Promotions	5	10.54	42.16
Co-workers	5	18.41	73.64
Overall	47	103.06	44.09

Source: Primary data

Table 5 shows the mean score obtained by the respondents in respect of job satisfaction factors. Out of five variables selected to assess the level of job satisfaction, all the respondents have secured a low mean score in all the variables except co-workers attitude. The overall mean score obtained by the respondents was 44.09 per cent, which indicates the employees experience low job satisfaction in the study unit.

LEVEL OF JOB SATISFACTION

The level of job satisfaction of the respondents is shown in table 6.

TABLE 6
LEVEL OF JOB SATISFACTION

Level of Management	No. of Respondents			
	Low	Moderate	High	Total
Higher Level Management	15 (18.29)	14 (51.85)	06 (54.55)	35 (29.17)
Middle Level Management	44 (53.66)	08 (29.63)	03 (27.27)	55 (45.83)
Lower Level Management	23 (28.05)	05 (18.52)	02 (18.18)	30 (25.00)
Total	82 (100.00)	27 (100.00)	11 (100.00)	120 (100.00)

Source: Primary data, Note: Figure in the bracket is percentage of total

It is observed from the table 6 that out of 82 respondents who reported low job satisfaction, the majority of the respondents are employees of the middle level management followed by 28 per cent and 19 per cent of the employees belong to lower and higher level management. Therefore, it can be inferred from the table that the employees of middle and lower level management perceive low job satisfaction when compared to employees of the higher level management.

In order to find whether there is any significant relationship between level of management of respondents and their job satisfaction, a null hypothesis is framed and tested with the help of 't' test. 't' test values were calculated for different combination of categories of respondents. The t – values

calculated were compared with the table 't' values (at 5 per cent level and at 1 per cent level) to test the significance of variation in respect of job satisfaction of the respondents. The results are given in table 7.

Null hypothesis

There is no significant difference between the level of management of the respondents and their job satisfaction.

TABLE 7
DESCRIPTIVE STATISTICS-JOB SATISFACTION

Level of Management	Count	t-value	Result
Higher and Middle Level Management	35	6.76	**Significant
	55		
Higher and Lower Level Management	35	7.78	**Significant
	30		
Middle and Lower Level Management	55	6.02	**Significant
	30		

** Significant at 5% and 1% level

The results of the t-test revealed that there is a significant difference between level of management and job satisfaction of employees in the study unit.

To find out whether there is any significant difference between demographic variables and the level of job satisfaction of the respondents, a null hypothesis is framed and tested with help of the chi-square test.

Null hypothesis

There is no significant difference between demographic variables and the level of job satisfaction of the respondents.

The result is given in table 8.

TABLE 8
CHI-SQUARE TEST

Demographic Variable	χ^2	Table value 5% level	Table value 1% level	Result
Sex and job satisfaction	11.98	5.991	9.210	**Significant
Age and job satisfaction	2.28	5.99	9.21	Not significant
Educational qualifications and job satisfaction	41.28	9.49	13.28	**Significant
Experience and job satisfaction	36.10	9.49	13.28	**Significant
Level of Management and job satisfaction	14.56	9.49	13.28	**Significant
Income and job satisfaction	44.72	5.99	9.21	**Significant

** Significant both at 5% level and 1% level.

The chi-square test result reveals there is a significant relationship among sex, educational

qualifications, experience, level of management and income and job satisfaction of the respondents. However, there is no significant association between age and level of job satisfaction of the respondents.

ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

The impact of organizational climate on job satisfaction of the employees in the study unit is analyzed in the table 9.

TABLE 9
IMPACT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION

S. No.	Variables	R	R ²	F- Statistics
01	Job Characteristics and Job satisfaction	0.87	0.69	4.63
02	Empowerment and Job satisfaction	0.74	0.62	2.87
03	Relations and Job satisfaction	0.71	0.05	2.96
04	Performance and Reward and Job satisfaction	0.79	0.30	3.14
05	Managerial Structure and Job satisfaction	0.83	0.450	3.45
06	Power and Centralization and Job satisfaction	0.93	0.48	3.73
07	Participative Management and Job satisfaction	0.76	0.52	5.81
08	Conflict Resolution and Job satisfaction	0.73	0.63	4.60
09	Knowledge and Innovation and Job satisfaction	0.68	0.72	6.75
10	Risk Taking and Job satisfaction	0.82	0.80	5.67
11	Welfare and Security and Job satisfaction	0.73	0.71	4.75
12	Teamwork and Job satisfaction	0.65	0.62	5.19
13	Communications and Job satisfaction	0.53	0.49	6.08
14	Managerial Style and Job satisfaction	0.84	0.76	5.26
15	Compensation and Job satisfaction	0.95	0.84	4.33
16	Appraisal System and Job satisfaction	0.86	0.79	5.97
	Overall OC and Job satisfaction	0.92	0.86	6.82

** Significant at both 1% and 5% level

The table 9 reveals that there is a strong positive relationship between the organizational climate and job satisfaction of the employees. R2 value shows that organizational climate is a strong predictor of job satisfaction. The 'F' statistics reveal the validity of fitted regression models. The results of the empirical analysis reveal that good organizational climate increases job satisfaction of employees in the State Bank of India in the study area.

CONCLUSION

Growth of an organization depends on its effective and efficient employees. In the same way

the growth of employees also depends on healthy organizational climate prevailing in the organization. The quality of Organizational climate affects the overall performance of employees. Positive climate is an indicator of the positive attitude of top level, middle level as well as lower level management of the bank. Emphasis on positive is an utmost requirement of the State Bank of India.

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