

# IMPACT OF ORGANISATIONAL CLIMATE ON JOB SATISFACTION –A COMPARATIVE STUDY

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## ABSTRACT

The fast changing world and face of various economies have generated lot of complexities in the business environment. Stiff competition, innovation and research are the key factors that govern success in modern organization. Human resource and practicing excellence in all operational and government areas are the intellectual capital assets that are the keys for the growth and development of 21<sup>st</sup> century organizations. The consistent performance and all round success are the keys of governance for corporate executives who need to work and perform under all circumstances. Further to develop and retain intellectual assets and to meet the striving expectations of today's youth, organizations need to create favorable organizational climate so that employees can be satisfied from the jobs and be effective. Communication sector is one of the premium sectors of India and Telecommunication Industry is the most integral part of this sector that is undergoing fast changes because of revolution in communication sector. This study indicates how various factors of organization climate correlates with job satisfaction in Telecommunication sector. The findings of the study indicate the favorable organization climate enhanced job satisfaction in all the four companies (Reliance, AIRTEL, IDEA, TATA).

**Key words:** *Intellectual Assets, Governance, Organizational Climate.*

## INTRODUCTION

Liberalization of the Indian business environment through modification in the industrial, trade and fiscal policies by the government has brought in change and competition of a magnitude that was previously unknown to Indian organizations. In the new liberalized scenario, where multinationals and other global players are competing in the domestic market with the monopoly players, the management of organizations is expected to be more productive and efficient for survival. More than a decade ago, the western countries faced similar conditions. A cascade of changing business structures, and changing

leaderships had forced various departments of the companies to alter their perspectives on their role and function overnight. As companies moved from an exclusively bottom line obsession to a focus on customer, mission and the organization's role, they were forced to make changes in their organization to given emphasis primarily to productivity.

In order to "survive", Indian organizations are being forced to undergo massive changes. In this context, it would be important to identify the factors in the organizational environment that have the most positive impact on the performance of the organization.

Among various factors, attitudes and feelings of the individuals regarding their jobs and job experiences have been found to be significantly affecting their behaviors. Herzberg, Mausner, Peterson and Capwell, 2007; Iaffaldano and Muchinsky, The climate is a relatively enduring quality of the organization which is experienced by its members; it has an effect on their behavior, and how the organization functions. We measured the organizational climate using seven concepts: trust, morale, conflict, rewards equity, leader credibility, resistance to change and scope gating. For a group of 245 Danish companies, the organizational climate can be summarized along two dimensions: "tension" and the resistance to change. Six of the seven variables load on the tension factor, where the resistance to change is independent. Using a competing values framework, the four organizational climates emerge: internal process, rational goal, developmental and group.

For a fast paced world, the resistance to change is critical as the traditional episodic Lewinian approach: unfreeze, change and re-freeze; is too slow and costly. Low resistance to change permits an organizational design which can be responsive for the fast paced and rapidly changing environment. Change must be continuous and ongoing. Eisenhardt and Brown (1998) argue that

resistance to change is organizational, ie, change must be programmed, and it is easier to program change on a regular basis than intermittent.

For the fast paced world, low tension may be desired and preferred by individual members in the organization, but we suggest that it may not be crucial. Further, we argue that reducing tension and hoping for lower resistance to change is unlikely, since the two dimensions are independent for this study.

In the next section, we introduce the notions of tension and resistance to change in organizational climate. We then discuss empirical approaches to climate. The empirical measures depend upon individual responses about the organization: trust, conflict, and morale, and rewards equity, resistance to change, leader credibility and scope gating. Next, we examine climate measures within a competing values framework. We then present our study of 245 Danish companies and compare our results with the Zammuto and Krakower (1991) study. We find the congruency is quite high. Using a factor analysis, tension and resistance to change emerge as the two independent factors. Utilizing a competing values approach, we found four types of organization: internal process, rational goal, developmental and group. Finally, we examine the managerial implications for a fast paced world. Tension 1985 Locke, 1970 Schwab and Cummings, 1970; Petty, McGee and Cavender

## ORGANISATIONAL CLIMATE

Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization works .Climate effects each activity in an organization directly or indirectly and is affected by almost everything that occurs in the organization. The survival and growth of any organization is directly proportional to the favorable climate in it. Employees in the organization have to be well conversant with rites, rituals, policies etc. This can only bring sense of belongings among employees and further help in the growth of organization .Organization climate is of great significance for utilization of human relations and resources at all levels. Organizational climate has a major influence on motivation, productivity and job satisfaction. It is also a major motivating factor responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover. In this study organization climate and organization culture term have been used interchangeably Organizational climate has been defined as the “relatively enduring quality of the internal environment of an organization that a) is experienced by its members, b) influences their behavior, and c) can be described in terms of the values of a particular set of characteristics (or attitudes) of the organization” (Taguiri

and Litwin, 1968, p. 27). The climate is the “ether” within which an organization exists. We outline different views and research directions that will allow us to integrate a measure of climate into the multi-dimensional contingency model (Baligh et al, 1996; Burton and Obel, 1998).

In the literature on climate there has been some confusion about the relevance and definition of the concept and its relationship with organization structure and organization culture (James and Jones, 1974, Schneider, 1990, and Denison, 1996), where the culture is a pattern of knowledge, belief and behavior that emerges including social forms. In the context of the organization social forms and knowledge in general, culture includes the organizational structure. The organizational culture is the organization itself..the form, beliefs, norms, social patterns, the way things are done, the symbols, rituals, etc. One reason for the confusion in the literature can be found in use of climate to represent seemingly different concepts. Climate can be seen as organizational climate or psychological climate. Ekvall(1987) states that the organizational climate mediates in the confrontation between individuals and the organizational situation. James and Jones (1974) say that the organizational climate can be viewed in two different ways: “a multiple-measurement-organizational attribute approach” or “a perceptual measurements-organizational attribute approach.” Both of these approaches are confounded with organizational structure and processes and the general organization situation. The organizational climate is measured using variables like individual autonomy, the degree of structure imposed as the positions, reward orientation, consideration, warmth, and support. This is also the case in the treatment of organizational climate dimensions presented in Litwin and Stringer (1968) where organizational climate is measured along the following dimensions: structure, responsibility, warmth, support, reward, conflict, standards, identity, and risk. Poole (1985, p. 84) states that climate seems to be a feature of, rather than a substitute for culture. That is, a comprehensive view of culture includes the organizational climate. It is obvious from the above that measures and dimensions of organizational climate and organizational culture can be confused. This has been discussed often in the literature (Schneider, 1990 and Denison, 1996).

Denison concludes that although the two concepts on the surface look very different, at a deeper level the clear distinctions begin to disappear. With the exception of the first definition for psychological climate, the climate and the culture definitions and measures are confounded or overlapping.

For this study, the two concepts are quite distinct. The climate is the internal atmosphere of the organization. The culture is the pattern of behavior, which includes the organizational form. They are not the same, nor is one

contained in the other. The organizational climate is the psychological climate of the organization. The definition of the psychological climate is precise; it refers to the perceptions held by the individuals about the work situation. James and Jones (1974) summarize the psychological climate to be a set of summary or global perceptions held by individuals about their organizational environment. The psychological climate is a summary feeling about actual events based upon the interaction between actual events and the perception of those events.

The psychological climate has been measured using dimensions such as disengagement, hindrance, esprit, intimacy, aloofness, production emphasis, trust and consideration. Koys and DeCotiis (1991) define the psychological climate as "an experimental-based, multidimensional, and enduring perceptual phenomenon which is widely shared by the members of a given organizational unit." They state that the psychological climate is the description-and not the evaluation-of experience. As such, the psychological climate is different from evaluations, e.g. job satisfaction. In their survey Koys and DeCotiis report more than 80 different dimensions found in the literature which has been labeled a climate dimension.

They set out to find a theoretical-meaningful and analytical-practical universe of all possible climate dimensions. They established three rules for a dimension to be included in the universe.

## STUDIES IN ORGANISATIONAL CLIMATE

The concept of organizational climate has been assessed by various authors, of which many of them published their own definition of organizational climate. For those interested in understanding organizational climate, it is important to make some distinctions. First, climate and culture are both important aspects of the overall context, environment or situation. Culture tends to be shared by all or most members of some social group; is something that older members usually try to pass on to younger members; shapes behavior and structures perceptions of the world. Cultures are often studied and understood at a national level, such as the American or French culture. Culture includes deeply held values, beliefs and assumptions, symbols, heroes and heroines, and rituals. Culture can be examined at an organizational level as well. The main distinction between organizational and national culture is that people can choose to join a place of work, but are usually born into a national culture.

A number of studies by Dr Dennis Rose and colleagues (2001, 2002, and 2004) have found a very strong link between Organizational Climate and employee reactions

such as stress levels, absenteeism and commitment and participation. A study by Heidi Bushell (2007) has found that Hart, Griffin et al.'s (1996) Organizational Climate model accounts for at least 16% single-day sick leave and 10% separation rates in one organization. Other studies support the links between organizational climate and many other factors such as employee retention, job satisfaction, well-being, and readiness for creativity, innovation and change. Hunter, Bedell and Mumford (2007) have reviewed numerous approaches to climate assessment for creativity. They found that those climate studies that were based on well-developed, standardized instruments produced far higher effect sizes than did studies that were based on locally developed measures

Further a large number of other studies confirmed Research in organizational climate such as Sharan (2008), Johannesson (2003), Ganesan (2007) Akhilesh & Pandey (2006), Virmani & kanchan (2000) explain organization climate its various parameters and its relationship with other factors.

## Job satisfaction

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002).

Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives' (Nguyen, Taylor and Bradley, 2003a).

The following passage summarizes the importance of job satisfaction for both employers and their workers:

Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy of a good job allows a start to be made on such questions as 'In what

respects are older workers' jobs better than those of younger workers?' (and vice versa), 'Who has the good jobs?' and 'Are good jobs being replaced by bad jobs?'. In addition, measures of job quality seem to be useful predictors of future labor market behavior. Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction.

Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is as an attitudinal variable:

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Specters, 2007) An alternative approach is that proposed by Sousa-Pose and Sousa-Pose, based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Pose and Sousa-Pose, 2000).

Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in composite measure of overall job satisfaction. This distinction, as described by Rose, relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks.

The meaning of 'job' as a post or appointment is of primary importance. Every job is an instance of the employment relationship, embodying a contract (substantive or implied) to exchange an ability to work (labor, provide service, exercise ingenuity, direct efforts of others, etc) for rewards (both material and symbolic). True, performing work tasks provides a stream of experiences, technical and social, that can energize

psychosocial responses; any resulting data summarizing these reactions are indispensable. However, such data must not be weighted higher than those concerning experience of the overt (or ostensible) contractual terms - above all, those concerning pay and job security. (Rose, 2001)

## LITERATURE REVIEW

Job satisfaction has been one of the most widely studied concepts in management literature, accounting for more than 5,000 published works (Wilson, 2007). Information generated by research into this area had practical implications for individuals and organizations alike. According to Wilson (1996), employees want to have the best quality of life possible for themselves and their families, and managers are confronted with increasing challenges of managing effective and efficient organizations by utilizing human, financial, and technological resources available to them. Understanding job satisfaction and what it means is not only desirable but also a critical aspect of life for both individuals and organizations. Previous studies have shown that organizational ethical climate types are related to facets of job satisfaction.

In his study of non-profit employees, Deshpande (2006) found that a "caring" organizational climate is associated with high level of satisfaction with Organizations Ethical Climate Types Caring Independence Rules Professionalism Efficiency Instrumental Facets of Job Satisfaction Pay Promotion Co-workers Supervisor Work Overall Job Satisfaction supervisors, and that instrumental and authoritarian and task oriented climate types have negative influence on overall job satisfaction as well as satisfaction with promotion, coworkers, and supervisors. Similar results were found by Joseph and Deshpande (2007) in their study of nurses in a non-profit hospital. Vital and Davis (2000) investigated the impact of ethical behavior of MIS professionals. Among other things they found that MIS professionals were less satisfied when unethical behavior was common within the firm and more satisfied when the top management was perceived as supporting ethical behavior. Sims and Kroeck (2004) found that ethical fit was significantly related to commitment turnover, and job satisfaction. Similarly Koh & Boo, 2001; Wu (2009) studies showed that ethical climate types are associated job satisfaction. Based on these findings one may be able to conclude that organizational ethical climate types are associated with facets of job satisfaction and overall job satisfaction.

## Studies in Organizational Climate and Job Satisfaction

Henry and Lenon (2006) infer the commitment to the organization is an important behavioral dimension which can be utilized to evaluate employees' strength of attachment. Results in a cellular communication point out that role conflicts and role ambiguity are negatively related to commitment, but organizational climate, power, teamwork, satisfaction with work, promotion, are positively related to organizational commitment, power, teamwork, satisfaction with work, promotion, are positively related to organizational commitment

Henry (2009) studied the relationship between job satisfaction and organizational climate in Rohtak mill. The main objectives of the study were to see the position of job satisfaction in employees of the unit taken up, to discover the existing organizational climate in the unit, to determine the relationship of individual variables with job satisfaction and organizational climate. Responses were taken from 10 supervisors and 25 workers of mill. The results showed higher dissatisfaction at both levels of employees, the correlation between overall job satisfaction and organizational climate was very high, the maximum number of supervisors was dissatisfied with the items of promotional opportunities, technical and administrative information and facilities and present job and department. On an average, workers assessed the organizational climate better than supervisors, salary and organizational climate were positively correlated.

Henry (2005) predicted the association between the company climate and the productivity that would be mediated by job satisfaction. In his study of 32 manufacturing companies, subsequent productivity was significantly correlated in controlled analysis with eight aspects of the organizational climate and with job satisfaction. An overall analysis showed that the company productivity was more strongly correlated with those aspects of climate that had stronger job satisfaction loadings.

Further (Mafolled2005), Batra & Khanna(2003), Mc Quarrie(2005) also studied & related the organizational climate and job satisfaction in their various respective studies.

## Overview of Indian telecommunication industry and organization under study

Telecommunication Market in India is one of the most rapidly growing industries in India. It is considered to be a real boon not only to the country's economy but also to its inhabitants as it has made life easier and faster altogether.

The telecom industry in India has grown phenomenally in 5 years. In 2000, the telephone facility was available to only 3 people out of every 100 persons, whereas in 2005 it went up to 10.66 persons as against every 100 people. This outstanding growth in the Indian telecom industry is considered to be one of the most attractive attributes in the exponential accretion of wireless phones across the country. The government of India is planning up for an increase in the production of telephones by 2007 accounting for around 23 telephones in every 100 persons by launching 250 million phones in the country. One of the largest contributors in the alarming success of the telecom industry in India has been the wireless market that has led the telecom revolution in India. This wireless market has attracted a number of consumer attentions, which has brought in larger investiture to India. The Total Market comprising of semi-conductors in India stood at USD 2.82 billion in 2005 within which the telecommunication industry acquired about 45.4 percent of the total market. The telecom market in India had acquired around 8 percent of the Indian Total Available Market for semi-conductors that were valued at USD 1.14 billion.

The equipments for telecommunication are usually imported in bulks in the name of CBUs and SKDs. This import-trading sector in the telecommunication industry is reflected in the Total Market and the Total Available Market. Some of the major telecommunication markets in India include wireless handsets found in GSM and CDMA range, wireless switches, wireless infrastructure equipments, PBX systems, electronic push button telephones, access network instrumentation, modems and VoIP phones. Among all these sectors, the wireless handsets and wireless infrastructure acquires around 88 percent of the total market of telecom industry which is considered to be the largest share in the Telecommunication Market in India as accounted in 2004. In the Total Available Market, wireless switches are the most leading sector, as it possesses domestic manufacturing base. The Telecommunication industry in India comprises a range of semi-conductor elements namely DSPs, Analog ICs, ASICs, and Micro controllers. While the wireless sector in the telecom market in India was growing leaps and bounds, DSPs acquired the largest share and brought in large dividends as compared to the other semi-conductors. The wireless sector was not introducing newer and innovative sectors which are absolutely technology based as well. The government of India has confirmed the phenomenal success of the telecom industry that will be achieved by it in the years to come.

We have taken four organizations for our Research study i.e. Reliance Communications, Bharti Communications, Airtel Communications, and Idea Communications.

## OBJECTIVES

This study includes two important variables, organizational climate and job satisfaction in the context of telecommunication Industry in India. The main objective of this study are:

- To study the organizational climate.
- To study job satisfaction in managers.
- To analyze relationship between organizational under study to rank them.
- To inter relate age, experience & salary with organizational climate and job satisfaction in the organization, in context of two variables under study.
- To make suggestions for improvements.

## RESEARCH METHODOLOGY

**Scope of the study:** Keeping pace with the advancement in country, Telecommunication Industry is showing tremendous growth and carries great significance because of the emergence competition. The four organizations under study are one of the top most organizations of this industry. This study is an attempt to find out the root cause of problems related to managers with organizational climate and job satisfaction. The person working in the capacity of managers at all levels have been taken up for study purpose.

**Sample for the Study:** The study is based on the collection of responses from executives from all over in India from each organization, Responses from 112 Executives from Reliance, Idea, TATA Airtel are being considered for the study.

## QUESTIONNAIRES

For measuring organizational climate and job satisfaction information's, data are collected through two questionnaires cum scales which are reliable & well tested by various researchers.

**Organizational Climate Questionnaire:** This contain 15 factors of organizational climate, structure responsibility, reward, initiative, & risk, warmth, support, standards, conflicts, identity, leadership, delegation, human relations, communication, grievance handling and decision making having 45 statements 3 each for every factor. All executives are divided into three categories on the basis of the score obtained and mean and standard deviation that is highly satisfied, moderately and then less satisfied

**Job satisfaction questionnaire:** This contains 20 statements regarding different factors that can affect the

satisfaction of person such as promotion, salary, confidence in management, favoritism, general supervision, working conditions, qualifications and experience, job security, team spirits etc. All executives are divided into three categories on the basis of score obtained and mean & standard deviation that is highly satisfied, moderately & then less satisfied.

## Results and interpretations:

This study confined to four organizations of Telecommunications industry in India that is Bharti, Reliance, Hutch and Idea with a total sample size of 112 respondents (managers of the organizations) across the country. The results are totally significant on the whole. On the basis of grand total Mean & standard deviation calculated for all the two parameters, the various categories that has been obtained as follows (take table1)

### Organizational climate

Highly satisfied (with the climate)	more than 74.94
Moderately satisfied	Between 63.44 to 74.9
Less Satisfied	Less than 63.44

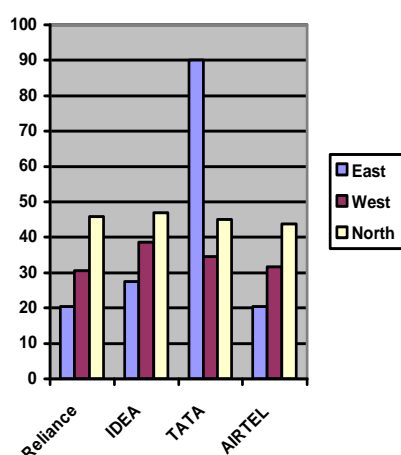
### Job Satisfaction

Highly satisfied (with the job)	more than 81.49
Moderately satisfied	between 64.41 to 81.49
Less Satisfied	Less than 64.41

The highest score in the case of organizational climate is Tata (Mean=78.17) and the lowest in the case of Airtel (Mean=58.6). For job satisfaction Tata obtain the highest mean score i.e. 79.8, lowest score in this case is 68.35, which is recorded by Airtel again. On the basis of these observations, we may conclude that performance of Tata is highly significant (taken in table 2). When performance of Tata and Idea are taken result are altogether different. In case if Tata the results are better than those of IDEA. So organizational climate and job satisfaction do not do with the origin part of the organization

**Table-2: Comparison of all the Four Telecommunication Companies with organization Climate and Job Satisfaction**

	Organizational	Job
1	TATA	TATA
2	AIRTEL	AIRTEL
3	RELIANCE	RELIANCE
4	IDEA	IDEA



The analysis of the sub factors of organizational climate (taken from table 3) highlights that certain factors carry more important such as Initiative and risk, warmth, conflict, human relation as there is not much variance in case of these factors in these four organization under study.

For finding out relationships among the two variables under study, Spearman's rank correlation coefficient technique has been put to user (taken from table 4). On the basis of this; a correlation matrix has been prepared which explain that there is positive relationship between organizational climate and job satisfaction. In the case of organizational climate and job satisfaction, the value of correlation coefficient is 0.702. These values reveal that the topic of research and the variables selected for research are quite relevant.

The value of t (based on t-test) also indicates that relationships between organizational climate and job satisfaction are significant. The calculated value  $X^2$  (based on chi square test) for organizational climate is  $X^2 = 44.66$ . The value of  $X^2$  at (4-1)3 degrees of freedom and 5% level of significance is 7.81. Since calculated value of H is more than table value, thus, we reject the null hypothesis. The conclusion here is that all 112 executives of different

organization under study feel differently for job satisfaction and their levels of job satisfaction also differ. These results conclude that the perception of organizational climate and levels of job satisfaction also differ. These results conclude that the perception of organizational climate and levels of job satisfaction of the executives are not equal across the four organizations under study. The executives of the same organizations or of different organizations have different levels of organizational climate and job satisfaction. Even after availing the same type of facilities in the same industry their satisfaction levels and effectiveness differs. The conditions and environment of all the four organizations of telecommunication industry are also different. This justifies selecting different organization from different sector of telecommunication industry

**Table-3 Comparison of Organizational climate (Sub Factors)**

S. No	OC Sub Factors	Reliance Com m.	AIRTEL Com m.	TATA Com m.	IDEA Com m.
1	Structure	4.12	2.83	4.30	3.54
2	Responsibi	4.14	3.02	4.35	3.46
3	Reward	4.05	2.86	4.11	3.33
4	Initiative &	3.87	3.00	3.95	3.76
5	Warmth	3.30	3.91	3.11	3.77
6	Support	3.75	3.23	4.02	3.51
7	Standard	3.85	3.11	4.29	3.48
8	Conflict	3.23	3.30	2.83	3.01
9	Identity	3.67	2.91	3.90	3.30
10	Leadership	3.88	2.86	4.08	3.17
11	Delegation	3.96	2.82	4.05	3.35
12	Human	3.20	3.21	3.51	3.32
13	Communic	3.59	2.17	4.01	2.67
14	Grievance	3.59	2.29	3.94	2.71
15	Decision	3.56	2.50	4.14	2.80

The regression coefficient obtained by using multiple regression analysis (taken in table 5), brings our better fitness in both the cases organizational climate and job satisfaction with the values 0.555. Calculated F (7.99) is more than tabulated F, which explains that regression analysis of organizational climate sub factors with job satisfaction indicates that oc6 (support), oc7 (standard), oc12 (Human relations) who have positive effect on job satisfaction and oc11 (delegation), oc13 (communication) who have negative effect on job satisfaction in

telecommunication industry here. Regression analysis between organizational climate and job satisfaction points out that standard and support are the most important factor of organizational climate in relation with job satisfaction. Conflict, Initiative and risk, leadership, grievance handling, support responsibility, warmth and decision making are the other factors which affect job satisfaction. Structure, rewards, delegation and communication have negative relation with job satisfaction.

**Table-5 Regression Analysis for Organizational Sub Factors and Job Satisfaction**

Variabl	Coefficien	t-ratio	significanc
OC1	-0.063	-0.446	0.657
OC2	0.179	1.409	0.162
OC3	-0.038	-0.297	0.767
OC4	0.013	0.118	0.907
OC5	0.048	0.502	0.617
OC6	0.219	2.127	0.36
OC7	0.208	2.016	0.47
OC8	0.176	2.163	0.33
OC9	0.076	0.643	0.522
OC10	0.139	1.085	0.281
OC11	-0.010	-0.086	0.931
OC12	0.153	1.907	0.060
OC13	-0.138	-0.937	0.351
OC14	0.039	0.248	0.804
OC15	0.124	0.941	0.349

**Table 6 Values of Spearman's correlation Coefficient For all 112 Executives**

		N	Correlation	significance
Pair	OC	112	.016	.864
Pair2	OC	112	.017	.862
Pair	OC	112	.111	.246
Pair4	JS	112	.265**	.005
Pair5	JS	112	.356**	.000
Pair6	JS	112	.378**	.000

\*\* Correlation is significant at 0.001 level

**Table-7 Values of Spearman correlation coefficients in RELIANCE Company**

		N	Correlatio	Significanc
Pair	OC	2	.407*	.031
Pair	OC	2	.547**	.003

Pair	OC	2	.638**	.000
Pair	JS	2	.303	.118
Pair	JS	2	.459**	.014
Pair	JS	2	.524	.004

\*\* Correlation is significant at 0.001 level

\*correlation is significant at 0.05 level

**Table-8 Values of spearman correlation coefficients in IDEA Company**

		N	Correlation	Significance
Pair1	OC	28	.314	.104
Pair2	OC	28	.363	.058
Pair3	OC	28	.379*	.046
Pair4	JS	28	.540**	.003
Pair5	JS	28	.546**	.003
Pair6	JS	28	.736**	.000

\*\* Correlation is significant at 0.001 level

\*correlation is significant at 0.005 level

**Table-9 Values of spearman correlation coefficients of TATA Company**

		N	Correlation	significance
Pair1	OC	28	.305	.115
Pair2	OC	27	.307	.112
Pair3	OC	28	.357	.062
Pair4	JS	28	.557**	.002
Pair5	JS	28	.638**	.000
Pair6	JS	28	.531**	.004

\*\* Correlation is significant at 0.001 level

\* Correlation is significant at 0.005 level

**Table-10 Values of spearman correlation coefficients in AIRTEL Company**

		N	Correlation	significance
Pair1	OC	28	.275	.157
Pair2	OC	28	.244	.212
Pair3	OC	28	.156	.427
Pair4	JS	28	.525**	.004
Pair5	JS	28	.528**	.004
Pair6	JS	28	.711**	.000

\*\*correlation is significant at 0.001 levels

\*correlation is significant at 0.05 levels

## RECOMMENDATIONS

In this study, overall correlation and regression analysis gave positive results. So, organization must take up two variables i.e. organizational climate, and job satisfaction simultaneously if they want better results and improved productivity in the organizations.

We have taken fifteen sub factors of organizational climate to find its relation with job satisfaction. 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 leads to frustration and dissatisfaction. So overall these things do not motivate the executives. 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 executives so they can achieve high level of effectiveness and job satisfaction

Conducting of one day seminars for creating awareness about the two variables under study that is organizational climate and job satisfaction and also about personal and behavioral traits of comparatively effective managers in specific, will definitely work favorably for both Tata and Reliance in order to enhance efficiencies of their executives and obtain job satisfaction

For differentiating between effective and ineffective managers, a few professional characteristics may be added to personal characteristics. HRD departments of these organizations whose results are not highly significant and favorable are suggested to include managers as well as employees to conduct organizational surveys and 360 degree feedbacks in order to assess weak and undesired areas. They must also study whether, with the passage of time, any positive or negative change in attitude is found and if positive change is there, how can be enhanced? In case of negative change, how it can be altered? Delegation and communications are the sub factors of organizational climate which points out a negative relationship with job satisfaction. So in Telecommunication in India these factor must be given due consideration. Executives do not like too much delegation and faulty communication in any case from management side.

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. This sub factor is positively related to job satisfaction. This signifies that if there is proper trust and faith among executives, helping culture among coworkers, inspiring culture and expression of behavior of seniors as role models, the results must be much better certainly. Because such type of interaction satisfies the self actualization need of an employee generates self motivation and further helps executive to develop a confident and unique personality that is highly significant from organization point of view.

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