Chapter - II

REVIEW OF LITERATURE AND METHODOLOGY
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In this chapter an attempt is made to review some of the earlier studies on organizational climate and job satisfaction and outline the review of literature, statement of the problem need of the study, significance of the study, objectives of the study, hypotheses formulated, scope of the study, selection of sample, method of data collection, statistical tools used for data analysis, and limitations of the study.

Studies on job satisfaction can perhaps be said to have begun in earnest with the publication of Elton Mayo’s pioneering work, popularly known as “Hawthorne Studies” in 1930s\(^1\). These studies can be considered as the pace setters for increasing interest in the study of human relations. The complete Hawthorne studies were done in a series of experiments viz., illumination Experiments, Relay Room Experiments and Bank Writing Room Experiments conducted between 1927 and 1932. Although these experiments may not be regarded as ‘acme of performance’, yet they are honest and concerted efforts to understand employees, instead of approaching the problem only from managerial point of view of increasing efficiency on an economic level. These experiments established the significance of the human relationship within the work organization.

Frederiksen\(^2\) on the basis of laboratory studies involving 260 middle-level managers, concluded that different types of organizational climate have different effects on human performance. He summarized his findings with the following statements. It appears that the amount of administrative work in the simulated job is more predictable in a climate that encourages innovation than in one that encourages standard procedures, and that, in an innovative climate (but not in a rules climate) greater productivity can be expected of people with skills and attitudes that are associated with independence of thought and action.

REVIEW OF LITERATURE

A review of the research studies on organizational climate and job satisfaction abroad has been classified into three sections i.e., dependent variable, independent variable and intervening variable.
A brief review of literature of the three categories of studies is attempted here, though the present study is related to the first category of research works.

**Dependent Variable**

**Studies on Education Sector**

Natarajan (2001)\(^3\): In his article "A study on Organizational Climate and Teacher Morale", finds out the relationship between the school organizational climate and the morale of teachers. Climates are found to be equal in numbers the familiar climate among is found to be the least in number. Teacher morale is found to be the highest in open climate among all types of school climate. It is interesting to note that the teacher morale of the outcomes and controlled climate is the same, but the teacher moral declines continuously from open to closed climate.

Sumanlata (2005)\(^4\): In her article "A Study of Educational Attainment as a Function of School Organizational Climate", made an attempt results indicates that significant difference between educational attainment of different types of organizational climate. School climate influences the educational attainment and develop abilities in the pupils. The organizational climate of a school has three important variables – principal, teacher and pupil’s joint contribution of these variables constitutes the organizational climate of the school. Thus the climate of a school differs from one to another has a direct effect upon the educational attainment of the pupils.

Sharma and Jeevan Jyoti (2006)\(^5\): In their article "Job Satisfaction Among School Teachers", tried an analysis of the dimensions of job satisfaction. Their study indicates that job security and a guiding approach by the principal towards his subordinates add to the job satisfaction of government secondary school teachers. On the other hand, underestimation of the profession by society and the antisocial elements among the students lead to dissatisfaction.

Private primary school teachers have secured the maximum satisfaction from the students and the physical environment and minimum satisfaction from the pay and rewards dimension. The reason for their dissatisfaction is probably their high
qualification but low job status. They further reported that their position does not match their experiences.

(I) Studies on Banks and Hospitals

Lyon and Ivancevich (1974)\(^6\): In their article "An Exploratory Investigation of Organizational Climate and Job Satisfaction in a Hospital". The empirical study finds that organizational climate for both occupational groups has the most significant impact on (self actualization personal growth sense of accomplishment advancement opportunity and challenging work), a lesser impact on autonomy (setting goals and using training and experience) and a slight impact on esteem (importance with in and outside of the hospital)

Akhilesh and Pandey (1986)\(^7\): In their article, "A Comparative Study of Organizational Climate in Two Banks", conducted a comparative study. This indicates that Nationalized Bank has a better attitudinal profile over private sector Bank. Private sector bank perceived the strongest relationship between "recognition and positive record and performance" when compared to the perceptions of executives from the nationalized bank. In other words there is better recognition and reward for performance in the private sector bank. It could be said that the private sector bank has a slightly task oriented climate.

Jahan and Haque (1993)\(^8\): Made a critical study on "Effects of Organizational Climate on Job Related Aspects of Middle Level Managers of Banks". The authors observed and found that there is an indispensable correlation between job satisfaction and the organizational factors like decision making, communication, supervision and salary packages.

Gani and Shah (2001)\(^9\): Conducted a study on the Banking Industry in the State of Jammu and Kashmir. The total employees in all the banks in aggregate were about 3745. The total size of the sample was restricted to 125. The stratified sampling technique was employed for drawing the sample. The authors provided an adequate description of the concept, constructed determinants and correlates of organisational climate. The study indicated that the banking industry as a whole has a poorly perceived organizational climate and that the situation in the private sector banks is worse than that in public sector ones.

36
(II) Studies in manufacturing sector

Sinha and Sharma (1962)\textsuperscript{10}: In their article, “Union Attitude and Job Satisfaction in Indian Workers”, found that no relationship between attitude towards union and job satisfaction of the personal factors – age, marital status, and length of union membership were significantly related to job satisfaction.

A study conducted by Guha (1965)\textsuperscript{11}: in his article, “Job Satisfaction among Shoe Factory Workers”, observed the relationship between job satisfaction and introversion – extroversion. The study found that extroversion leads to more satisfaction, married workers are more satisfied than the unmarried workers and that there is significant negative relationship between job satisfaction and neuroticism.

Nataraj and Hafeez (1965)\textsuperscript{12}: In their article “A Study of Job Satisfaction Among Skilled Workers”, made an attempt to study the skilled workers found besides are satisfied with their jobs and to study how for the factors of age, salary, experience, education etc., influenced job satisfaction.

Peterson (1975)\textsuperscript{13}: In his article, “The Interaction of Technological Process and Perceived Organizational Climate in Norwegian Firms”, made an attempt to study the more open climate in small batch and process technologies than for mass assemblies.

Study conducted by Pallavi Shah (1976)\textsuperscript{14} in her article, “Need Importance and Need Fulfillment in Management Levels”, concluded that

1. All three management levels accord high importance to esteem, autonomy and self actualization needs.

2. The autonomy and self-actualization needs are not adequately fulfilled in any one of the three levels, and

3. Self-actualization is the most important need at all the managerial levels and this need is least adequately met.
Klaleque and Choudhury (1984)\textsuperscript{15} in their article "Job Facets and Overall Job Satisfaction of Industrial Managers", found in their study that the top managers had considered the nature of the work as the most important factor, fringe benefit is the least important factor for job satisfaction. On the other hand, the bottom managers had considered job security as the most important factor and wage as the least important factor in job satisfaction. It was found that the mean scores of overall job satisfaction are high for both the top and bottom managers in terms of their satisfaction.

Sharma and Venkata Ratnam (1987)\textsuperscript{16} in their article, “Organizational Climate and Supervisory-Management Relations in Bharat Ispat Nigam”, observed major between the outcomes of the two modes of analysis of the nine dimensions of climate studied (Safety & Security, Monetary Benefits, Objectivity & Rationality, Recognition and Appreciation, Warfare Facilities, Scope for Advancement, Grievance Handling, Training & Education, and Participative Management) only two grievance handling and objectivity emerged as the critical determinants of Supervisory-Management relations.

Sebastian and Bhargava (2003)\textsuperscript{17} in their article "Organizational Climate of Non-Profit Organization", result show that using individual perception to measure organizational climate was considered adequate in his study, field staff gave higher rating than office staff because their involvement in the non-profit organization was higher, field staff are mostly females but the administrative and authoritative positions are held by males, close supervision was not a threat in non-profit organization; it was the absence of supervision and guidance that was plaguing the employees.

In an empirical study conducted by Avinash Kumar (2006)\textsuperscript{18} in his article "Organizational Climate in Public Sector: An Empirical Study", organizational climate comprising three functional motives (achievement expert influence and extension) and three dysfunctional motives (dependency, control and affiliation) was measured for 453 randomly selected respondents from a large public sector industry, using MAO- C instrument. Dependency has been found to be the dominant climate. Affiliation is the back up climate, extension climate is the weakest in the organization. Strong interrelations exist among the six climate motives, except for the pairs; expert influence-extension, extension-affiliation and control-affiliation which are not correlated. With the exception of dependency-affiliation pair, these correlations are
found to be positive. When both the variables in the pair represent functional climate or when both of them represent dysfunctional climate. On the other hand, they are negative when one of the variables involved represents functional climate and the other variable represents dysfunctional climate. Dependency is negatively correlated with affiliation even though both these represent dysfunctional climate.

A cross functional study was conducted by Avinash Kumar Srivastav (2007)\(^1\) in his article, “Achievement Climate in Public Sector – A Cross Functional Study on Relationship with Stress and Coping”, shows that people with a high need for achievement prefer to work in the private sector and those with low need for achievement prefer to work in the public sector. Several factors make achievement of organizational goals more difficult in the public sector. Individual and organizational resistance to change is stronger in the public sector and individuals with strong achievement needs react positively when they are responsible for the accomplishment of challenging but achievable goals and when their innovative and entrepreneurial behaviors are rewarded. Thus individual need for achievement and organizational climate are significant determinants of individual performance in organizations.

Bahadur Katuwal and Gurpreet Randhawa (2007)\(^2\) in their article, “Study of Job Satisfaction of Public and Private Sector Nepalese Textile Workers”, found the public sector textile workers to be statistically most satisfied than their counterparts in private sector in terms of personal policies, participatory management, behavior of friends, and welfare facilities. The private sector textile workers were found more satisfied than the public sector textile workers in terms of duration of work, wage, job security and training development.

**Independent Variable and Dependent Variable**

The influences of organizational climate on job satisfaction, motivation and performance are highlighted here.

(a) **Studies on Organizational Climate and Job Satisfaction**

Chatterji (1960)\(^3\) pointed out that modern society recognizes the importance of every individual experiencing satisfaction in his/her job. Job security, a good supervision, opportunities, for promotion and satisfactory solutions of grievances are as important as amount of pay.
Singh and Singh (1961): Conducted a study on 90 supervisors. The results indicated that personal factors like age, marital status, education and number of dependents have significant effect on the level of job satisfaction.

Ewen (1964): In his article, "Some Determinants of Job Satisfaction: A Study of the Generality of Herzberg's Theory", analysed the impact of the certain work situation variables i.e., recognition, achievement interesting work, responsibility and advancement all lead to positive job attitudes while other variables i.e. company policy and administration, supervision, and working conditions will not lead to positive job attitudes.

Frank Friedlander (1964): In his article, "Job Characteristics as Satisfiers and Dissatisfiers", made an attempt to examine the job characteristics such as achievement, challenging, recognition, and the work itself were viewed as most important to both satisfaction and dissatisfaction. Work characteristics least important to both satisfaction and dissatisfaction were employee benefits, merit increases, working conditions, effect of job on home life, job security and the technical competence of the supervisor.

Sarveswara Rao and Ganapathi Rao (1973): In their article "A Study of Factors Contributing to Satisfaction and Importance of Industrial Personnel: A Test of the Two Factor Theory", made an empirical investigation of two factory theory of job satisfaction. Using multivariable analysis they revealed that motivators and hygiene were not mutually exclusive variables and their effects were not unidirectional. Both motivators and hygiene contributed to overall satisfaction and both the variables were considered important in their relationship to the dependent variable.

Sushila Singhal (1973): In his article "Measurement of Job Satisfaction on a Three - Dimensional Plane", carried out an empirical investigation on the three types of factors that interacted with and influenced each other, and did exercise a significant influence on job satisfaction index a combination of measures into indices of personal, work, and social adjustment, than between personal and work adjustment, through all three interrelated significantly. The principal component analysis demonstrated that the highest contribution to job satisfaction was made by work
adjustment and least by personal adjustment, though all the three indices remained significant in the study of job satisfaction.

Hellriegel and Slocum (1974)\textsuperscript{27}, in their article, "Organizational Climate: Measures, Research and Contingencies", made an attempt to analyse the existing literature. The possibility of interaction between other organizational variables, such as rewards, communication linkages, locus of decision making, and climate, has not been explored.

Carrell and Elbert (1974)\textsuperscript{28}, in their article, "Some Personal and Organisational Determinants of Job Satisfaction of Postal Clerks", undertook a research on inverse relationship between educational level and satisfaction and found that those with less than a high school diploma were the most satisfied. Organizational climate should be evaluated in terms of the accuracy of the perceptions.

Schneider (1975)\textsuperscript{29}, in his article, "Organisational Climate: An Essay", has attempted to study some logical and conceptual distinctions between job satisfaction and organizational climate.

1. It was noted that the word satisfaction implies an effective internal state while the word climate refers to a moral description of a situation.

2. The point was made that these moral descriptions are composites of practices and procedures people encounter in their work worlds; that climate is an abstraction of or a labelling of a specific set of practices and procedures.

Schneider and Snyder (1975)\textsuperscript{30}: In their article "Some Relationship between Job Satisfaction and Organisational Climate", examined the relationships among two measures of job satisfaction, one measure of organizational climate, and seven production and turnover indexes of organizational effectiveness. These were investigated in 50 life insurance agencies (N= 522). It was shown that;
1. Climate and satisfaction measures are correlated for people in some position in 
the agencies but not for others;

2. People agree more on the climate of their agency than they do on their 
satisfaction:

3. Neither satisfaction nor climates strongly correlate with production data: and

4. Satisfaction, but not climate, is correlated with turnover data.

Payne, Fineman, and Wall (1976)\textsuperscript{11}, in their article "Organizational Climate 
and Job Satisfaction: A Conceptual Synthesis", predict job satisfaction will be 
moderately related to role morale and role climate, and perceived job characteristics 
are likely to be moderately related to role morale but of lower relation to role climate, 
another relationship will be higher is that between satisfaction with organization and 
perceived organizational characteristics.

Muchinsky's (1977)\textsuperscript{12} article, "Organisational Communication: Relationship 
to Organizational Climate and Job Satisfaction", an exploratory study, tries to 
examine certain dimensions of organizational communication and finds that they were 
highly related to both organizational climate and job satisfaction.

Pramod Kumar and Chandrakala Bora (1979)\textsuperscript{13} in their article "Job 
Satisfaction and Perceived Organizational Climate ", emphasise the perceived 
organizational climate tended to significantly affect job satisfaction of the workers. 
The workers who perceived the existing organizational climate as democratic were 
found to have higher satisfaction over all and area wise than workers perceiving the 
same climate as autocratic or undecided.

Dwivedi (1979)\textsuperscript{14} wrote an article "Anatomy of Organizational Climate". The 
results have been classified into three groups.

1. The Organizational Climate has been studied as an Independent variable 
influencing employee satisfaction and performance
2. Organizational Climate is analysed as an intervening variable, for example, between leadership style and employee performance or satisfaction, and

3. The Organizational Climate has been treated as a dependent variable being influenced by leadership style, technology, organizational structure, and management assumptions and practices.

Poonam Baja (1982) in his article, "Alienation as Related to Perception of Organizational Climate", shows that alienation scores will have a high correlation with the perception of autocratic organizational climate, and low correlation with perception of democratic organizational climate.

Arya (1984) in his article, "Work Satisfaction and its Correlation", studied worker's satisfaction in terms of seven facets of his job, namely, the satisfaction from supervisory behaviour, welfare facilities, working of the bipartite committees, wages, promotion policy, job content and identification with the company. The study revealed that education, training, workers' participation in the bipartite committees also had a positive influence over work satisfaction whereas militancy and work satisfaction had a negative relationship in both the places.

Surya Kumar Srivastava (1990): He conducted a study on "Relationship Between Job Satisfaction and Organizational Climate". The results can be stated as follows

1. Job Satisfaction is related to pay, education and nature of work. But age and experience is not related to job satisfaction in private sector employees

2. Job Satisfaction is related to age, pay, education, and nature of work. But experience is not related to job satisfaction in public sector employees.

3. Perception of organizational climate is related to age, pay experience, education and nature of work in both sectors.

4. The relationship between job satisfaction and organization climate was found quite significant for both private and public sectors.
5. Private sector employees are better than public sector employees in terms of job satisfaction.

6. The organizational climate of private sector employees was perceived to be favourable and that of public sector employees was perceived to be unfavourable.

The overall picture that emerges is that things are much better in private sector as compared to public sector.

A study conducted by Dolke (1991) in his article "Personal - Personality, Job and Organisational Correlates of Work Identification", result indicate that significantly related to personal variables of age and tenure, personality variables of levels of control and satisfaction of higher order needs, is also related to job related variables of challenge and autonomy. The organizational variables related to participation in departmental decision making, supervisory support, and perceived chances of rising of in the organizational hierarchy and fulfillment of higher order needs.

Sayeed (1992): In his article."Organisational effectiveness: Relationship with Job Satisfaction Facets", revealed that job satisfaction facets had more explanatory power than the personal attributes of respondents such as age, education, pay and length of service. It was clear from the study that the organization through its human resource development policies and practices creates better environment for employees, resulting in greater satisfaction which, in turn, enhances organizational effectiveness.

Rama Davi (1997): Conducted a study on “Faculty Job Satisfaction and their Views on Management of two Universities in Andhra Pradesh”. The sample consists of 200 teaching faculty -100 teaching staff working in Sri Krishnadevaraya University, Anantapur, and teaching staff working in the University of Hyderabad. The sample was drawn on random basis using Fisher and Yates random numbers and an attempt was made to measure job satisfaction of the faculty in the universities in Andhra Pradesh. It was found that factors such as freedom in doing job, scope for self improvement, income and job security cause satisfaction while bureaucratic rules, no recognition for work and routine work are the causes of dissatisfaction to them.
Taylor (2000)\textsuperscript{41}: Suggested that job satisfaction is directly related to company’s investment in employee’s well being. When an organization cares for its employees, it definitely gets their support in reward. Organizational investment in employee’s well being results in the higher satisfaction of employees.

Chakrapani (2001)\textsuperscript{42}: Conducted a study on “Job Satisfaction Among Employees of Select Manufacturing Units in Cuddapah, Andhra Pradesh”. The study revealed that an organization, through its human resource policies and development practices, can create better organizational environment for employees resulting in greater satisfaction which in turn leads to enhanced organizational effectiveness and efficiency. It appears that Electrolux India Ltd, unit has better organizational climate and human resource policies and practices resulting in higher job satisfaction levels among employees when compared to those in the other two units i.e., Cuddapah Spinning Mills Ltd., and Zuari Cement Ltd. under study

Sinha, and Gupta, et.al. (2001)\textsuperscript{43}: In their article “Societal Beliefs, Organizational Climate, and Managers’ Self-perceptions”, examine how traditional societal beliefs affect organizational climate, and how the two, independently or jointly, shape managers’ self – perceptions. It also investigates the impact of the levels of development on societal beliefs and how they affect organizational climate; but it is the organizational climate that has a deeper impact on managers’ self-perceptions. The article highlights the importance of creating a work-centric and caring organization.

Sharma, et al., (2001)\textsuperscript{44}: Carried out a study in a large Engineering Industrial Organisation and tried to find out the extent of job satisfaction of its women artisans. The study also intended to know whether the determinants of job satisfaction evoke any reaction or response from the women workers. It is found from the study that about 80 per cent of the respondents agreed that they got adequate supervisory guidance, 40 per cent of the respondents were fully satisfied with the job while 48 per cent expressed their partial satisfaction. This partial satisfaction, according to the authors, may be due to disinterest, monotony, and partiality of the supervisor and the pressure of the family. The authors concluded that job satisfaction cannot be the result of external factors but a conse intrinsic factors of the job.
Antony Joseph (2001): In his article "Job Satisfaction Among Transport Employees", assessed and found that the public sector employees are highly satisfied with salary and other allowances, job security, social status, working hours and relation with passengers. The private sector employees are highly satisfied with management policies, relation with co-workers, working conditions and trade union relations.

Malik and Goyal (2003): In their article "Organizational Environment and Information System", suggested an A C E Model – a three ring model comprising process to Adapt, Collaborate and Evaluate, in order to establish and evaluate organizational effectiveness for improved information system in the organization. At the core is the need to cultivate a culture to adapt the latest tools and techniques for higher end use. Next, the people must collaborate and work in terms for faster and beneficial plans and their implementation. Finally a well-defined process for constant monitoring and refinement of the plans is required.

Bose and Agarwal (2005): Wrote an article on "Organizational Work Climate and Perceived 'Procedural Fairness' of Human Resource Practices". The results of their work revealed that an organizational climate that ensures system-support for innovation, interpersonal trust between the superior and the subordinate and participation in decision making and member welfare is positively related with perception of procedural fairness among organizational members. Findings indicated that organizations, which would like to ensure members' loyalty in the context of a changing environment, should focus primarily on creating a positive work climate that can facilitate perceptions of procedural 'fairness' in their human resource practice.

Sailaja Rani (2006): Conducted a study on "Job Satisfaction Among Bank Employees in Chittoor District of A.P." The results indicate the relationship between job satisfaction and various socio-economic factors like status/cadre, age, and experience of the employees working in the banks. It is found that by and large, these factors did not affect much the level of job satisfaction, barring a few exceptions. The exceptions are; in State Bank of India, the status/cadre of the employees had shown some impact on the level of job satisfaction, and, similarly, in Indian Overseas Bank, the length of experience of the employees also affected the job satisfaction level of its employees.
Srimannarayana (2007): in his study attempts to assess "Human Resource Development Climate in Dubai Organizations" based on the responses of 216 executives working in shipping, banking, insurance, tourism, trading and food business organization located in Dubai. He concludes that the climate is at an average level. In comparison, it is observed that the HRD climate in banking business is at a higher level than their other business. This is followed by the insurance and shipping business. Low level HRD climate is observed in tourism, food and trading organization when compared to banking, insurance and shipping organization.

A.P. Singh and Sadhana Singh (2009): Have conducted a study on 210 "Managerial personnel working in different private sector Organizations" with a view to examine the role of stress and work culture on job satisfaction. The statistics employed are Mean, Standard Deviation, t-test and bi-variate correlation. The results of bivariate correlation indicate that job positive stress and total positive stress are positively correlated with satisfaction with management and overall satisfaction(job and management), whereas personal positive stress is significantly positively correlated with overall satisfaction.

Results of t-test indicate that there is significant mean difference in satisfaction with job, satisfaction with management and overall satisfaction between high and low job positive stress, personal positive stress and total positive stress. The difference is found to be significant for satisfaction with management in the case of high and low work culture, namely, obligations towards others.

(b) Organizational Climate and Motivation

According to Sharma (1983): In his article "Employee Motivation and Employer –Employee Relations in India", he observes that grievance handling, recognition and appreciation, participative management and scope for advancement are important factors in an organizational climate enhancing work motivation of employees. In other words, what is required is an improvement in the quality of work life in industry and not merely the quantum of material benefits about which the employees already feel quite satisfied.
Archana Tarabadkar and Rehana Ghadially (1985): In their article "Achievement Motivation and Job Satisfaction", focused attention on professional men and women and non-professional men. They selected more motivators than hygienes for both satisfying and dissatisfying job situation thus partially confirming Hertzberg's two factor theory.

Srivastava (1985): In his article, "Motivation and Perception of Organizational Climate", attempts to examine the employees highly motivated by the n- Achievement, in comparison to low motivated ones. The former perceived most of the components of their job life to be comparatively more adequate, desirable and encouraging.

(c) Studies on Performance

Pritchard and Karasick (1973): In their article "The Effects of Organizational Climate on Managerial Job Performance and Job Satisfaction", it was found that climate was influenced by both the overall organization and by subunits within the organization. Climate was fairly strongly related to subunit performance and to individual job satisfaction. There was some limited evidence for climate and individual needs interacting to influence performance and satisfaction.

Lawler, Hall, and Oldham (1974): in their article "Organizational Climate: Relationship to Organizational Structure, Process and Performance" come up with a model to explain the highly significant positive relationship between organizational climate factors and performance and job satisfaction. Two sets of relationships are especially noteworthy. The first of these is the highly significant relationship between organizational climate factors and the higher-order needs satisfaction items (i.e. esteem, autonomy and self-fulfillment). Climate is strongly related to scientists' feeling about the quality of their work experience. A second interesting and significant relationship is the one between climate factors and overall performance indices (i.e. new outside contracts, percentage of contracts meeting cost budget, number of reward contracts, etc).

Downey, Hellriegel, and Slocum (1975): In their article "Congruence Between Individual Needs, Organisational Climate, Job Satisfaction and Performance", explored how one could attempt to select those individuals whose
needs are most congruent with the climate of the organization i.e., open, facilitative, who expert rewards for achievement people could seek individuals who desire to affiliate and tend toward sociability.

The organization’s climate can be changed to more fully utilize the predispositions of managers and others.

Giri, and Pavan Kumar (2007): In their article “Impact of Organisational Climate on Job Satisfaction and Job Performance”, was investigated impact of organizational climate among employees at three managerial levels from different Indian Organizations. It was found that organizational climate had a significant effect on job satisfaction and job performance. It was further observed that both organizational climate and job satisfaction differ significantly across the three levels of hierarchy, namely; top, middle and junior level managers.

Intervening Variable

In this category studies relating to organizational climate with leadership and stress are found.

(a) Studies on Leadership

Offermann and Malamut (2002): In their article “When Leaders Harass: The Impact of Target Perceptions of Organizational Leadership and Climate on Harassment Reporting and Outcomes”, examined the women who perceived that leaders made honest efforts to stop harassment, felt significantly freer to report harassment, were more satisfied with the complaint process, had greater commitment than did those viewing leaders as more harassment tolerant. Leaders are establishing an ethical organizational climate that reinforces formal harassment policies through actions.

(b) Studies on - Conflict and Stress

Dhillon (1991): In his article “Moderate Effects on the Occupational Stress –Job Satisfaction Relationship”, made an attempt to investigate the effect of occupational stress on job satisfaction, and the moderator effects of age, education and hierarchy on this relationship.
Uma Bhowon (1999): Made an empirical study aiming at identifying the styles of handling interpersonal conflict and the impact of perceived organizational climate on the respondents' use of these styles with their superiors and subordinates. Altogether, 225 male executives representing 6 manufacturing concerns participated. Factor analysis results of the conflict handling style scale was confined to five factors namely, integrating, avoiding, compromising, obliging and dominating. Integrating, and dominating were the most and the least preferred styles for handling conflict with both targets. Power and independence oriented climates predicted the use of avoiding and integrating style in both contexts whereas achievement and independence climates determined the use of integrating, avoiding, and dominating style only with supervisors.

Brown and Ah-kion (2004): In their article "Organizational Climate and Stress A study of managers in Mauritius", examined the relationship of perceived Organizational Climate and Stress. Seven dimensions of stress and organizational climate were extracted through varimax rotated factor analysis, experience of inequity. Role overload, and inadequacy of role authority emerged as strong dimensions of stress, whereas job difficulty and lack of group cohesiveness were weak dimensions of stress. The significant relationship between dimensions of stress and climate indicate that employee's perceptions of the organization's structure and process determine stress experience.

Sanjay Kumar Singh (2005): studied, "Organizational Climate and Role Stress as Correlates of Journalistic Writing Attitude". The result of the study indicates that there is significant positive relationship between perceived internal environment of the organization and attitudes towards journalistic writing but significant negative relationship felt role stress with journalistic writing attitude among all the newspaper reports.

The foregoing review of literature on organizational climate and job satisfaction identified three variables that are, dependent variable, independent variable and intervening variables. At suggest that's from time to time several investigations in India and abroad have been made and that there are many studies on banking sector, hospital, manufacturing sector, motivation, performance, conflict and stress. Almost all the studies agree that the three variables are positively correlated.
Different studies concluded different amounts of relationship between organizational climate and job satisfaction. Such a state of affairs will prompt any one to check the relationship for himself and this work is no exception.

STATEMENT OF THE PROBLEM

The organizational climate significantly differs from one organization to the other, one department to the other and even from one unit to the other, depending on various significant sub-factors constituting organizational climate. The organizational climate is the most important factor in job selection in an organization and it also affects the quantum of employees' turnover.

Job satisfaction refers to the result of various attitudes possessed by an employee. Further, workforce as a group tends to be inarticulate on the subject of job satisfaction and employees do not, in general, consider that they particularly got satisfied or dissatisfied. Hence, carefully interpreted individual attitudinal surveys, backed by in-depth individual interviews, probably provide the best index of job satisfaction.

Organizational climate is a composite of attitudes, beliefs and values that contributes to general feeling of satisfaction of people in an organization. It is a state of mind and spirit, affecting willingness to work. It is frequently referred to as being satisfaction and happiness of people working in an organisation's environment. It involves everything that makes a job a satisfying experience. A person with a favourable organizational climate and job satisfaction will have confidence in himself, in others and in his future. An individual with favourable organizational climate feels work is worth, doing well and that he is doing a good job. It also helps him to take minor irritation in his stride, and to work under pressure without blowing up.

Almost all the scientists unanimously agree regarding the importance of organizational climate and job satisfaction for these are the hall marks of several behavioural climates in the functioning of an organization. Therefore, organizational climate and job satisfaction have become the core areas for discussion, debate and research among all those who are working and striving for the cause of effective organizational functioning.
How do these differences in organizational climate influence the job satisfaction level of TTD employees?

What are the critical dimensions of organizational climate that affect job satisfaction?

These are a few questions. The present study is a humble attempt to analyse organizational climate and job satisfaction on selected parameters among TTD employees.

OBJECTIVES OF THE STUDY

The main objectives of the present study are to measure organizational climate and job satisfaction in select TTD employees.

1. To Study and analyze the dimensions of organizational climate of the employees selected for the present study

2. To identify the variations in perceptions on organizational climate among personal variables, and

3. To examine the overall job satisfaction with personal factors of the employees.

HYPOTHESES FORMULATED

The following hypotheses have been formulated and tested:

1. The perceptions on the dimensions of organizational climate differ among different groups based on personnel variables, and

2. Overall Job Satisfaction is not closely associated with the personal aspects of the Employees.
NEED FOR THE STUDY

There are a number of studies on the historical, religious, archaeological, sculptural, epi-graphical organization and, finances, employee - employer relations, personal and managerial aspects of the TTD and other temples in the country.

There has been no research work on the problems of organizational climate and job satisfaction in Tirumala Tirupati Devasthanams, a vast organization with twenty five departments and a large number of institutions, under its administrative control, wherein 11989 personnel in 180 cadres drawing different scales of pay and emoluments on a permanent basis. The administration of such a vast organization is in deed a stupendous task.

To maintain harmony among different cadres and the management of the large number of employees in TTD is a challenging task too.

The researcher has, therefore, felt a need to study the organization climate and job satisfaction in TTD with a view to exploring some ways and means of overcoming these problems, since there is a great paucity of research work on the problems of organizational climate and job satisfaction. That is why the researcher has undertaken this research work.

SIGNIFICANCE FOR THE STUDY

The researcher believes that this is the first research-based study on the theme of organizational climate and job satisfaction in TTD (Nay, for that matter, in any religious institution in India), with a research database. The researcher hopes that the various observations, findings, analysis, conclusions and suggestions made in the course of this work will be found useful and significant by those who are working in the area of organizational climate and job satisfaction, in any large scale, organization, particularly those related to endowments.
SAMPLE DESIGN

In the present research study, under statistical analysis, the researcher adopted suitable sampling technique namely 'Stratified Random Sampling with proportional allocation' for collecting the statistical data on Tirumala Tirupati Devasthanams (TTD) employees who were working in TTD during the period 2009-2010. Under this sampling scheme, all the employees of TTD have been divided into three strata namely, Professionals, Administrative Staff and Sub Staff.

Depending on the stratum-size, under proportional allocation, three percent of total number of employees have been drawn randomly such that a random sample of 360 employees with a break-up of 36 Professionals, 109 Administrative Staff and 215 Sub-Staff, have been selected from TTD organisation.

Table 1. The following table shows the sampling frame for the present study.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Category of staff</th>
<th>Total number of employees</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professionals</td>
<td>1191</td>
<td>36</td>
</tr>
<tr>
<td>2</td>
<td>Administrative Staff</td>
<td>3625</td>
<td>109</td>
</tr>
<tr>
<td>3</td>
<td>Sub Staff</td>
<td>7173</td>
<td>215</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>11989</td>
<td>360</td>
</tr>
</tbody>
</table>

SCOPE OF THE STUDY

This study is exclusively made to understand, analyse and measure organizational climate and job satisfaction among the employees selected in Tirumala Tirupati Devasthanams.

METHOD OF DATA COLLECTION

The Present study is based on both secondary and primary data. Secondary data sources include electronic sources, published official reports on TTD, published books, research articles, magazines, professional journals and daily newspapers. To be specific, secondary data were culled out from websites of Tirumala Tirupathi
Devasthanams (TTD), Administrative Office and other places such as the Hindu religious and charitable endowments, Internet, theses and dissertations.

Primary data was generated canvassing the structured, pre-tested questionnaire to the sample respondents. The questionnaire has three sections from ‘A’ to ‘C’. Section ‘A’ incorporates questions designed to collect data on demographics of sample respondents. Section ‘B’ is related to organization climate variables, Section ‘C’ is focused on Job Satisfaction.

DATA ANALYSIS (STATISTICAL TOOLS USED)

Primary data generated through structured questionnaire and secondary data collected from various official and non-official sources are statistically treated, using the wide array of statistical tools such as arithmetic mean, standard deviation, z-test, F-test, Chi-square test, correlation analysis, and factor analysis. Graphics and figures are sparingly used to supplement the statistical treatment of data to draw meaningful inferences there from.

LIMITATIONS OF THE STUDY

The present study is undertaken within the limitations listed below:

- Apart from the factors/dimensions identified to analyze perception of organizational climate and job satisfaction, there could be yet many other factors that describe perception of organizational climate and job satisfaction directly and indirectly.

- There is unwillingness on the part of some respondents to spare time, due to work pressure. Some of the respondents showed a sort of uneasiness in explaining the feelings. Some respondents questioned; “what is the benefit of this?” the researcher has to convince the different types of respondents by telling about the academic value of the study. Despite this, it is suspected that there are some socially acceptable answers from some of the respondents. Through this study the researcher identified the relationship between:

- Perception of organizational climate and job satisfaction.
- Personal aspect of organizational climate and overall job satisfaction.
- It does not indicate cause - effect relationship.

55
PLAN OF THE THESIS

The thesis is organized into six chapters as follows:

- **Chapter I**: A Theoretical framework of Organizational Climate and Job Satisfaction - presents the theoretical framework of organizational climate and job satisfaction, in the changed organizational scenario.

- **Chapter II**: Review of Literature and Methodology - deals with Review of literature, Statement of the problem, Objectives of the study, Hypothesis formulated, Need and significance of the study, Database, various tools used for analysis of the data, including scope and limitations of the present study.

- **Chapter III**: Profile of Tirumala Tirupati Devasthanams - presents the Origin of TTD, and growth of TTD institutions, historical development, management of temples under kings and rulers, administration of temples under the state government.

- **Chapter IV**: Measurement of Organizational Climate - analyses the socio-demographic variables of the select respondents of organizational climate in TTD.

- **Chapter V**: Measurement of Job Satisfaction - analyses the socio-demographic variables of the select respondents having overall job satisfaction in TTD.

- **Chapter VI**: Findings, Conclusion and Suggestions - Summarizes the findings and offers suggestions for enhancing positive perception about organizational climate and job satisfaction among the employees in TTD.
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