Review of Literature
CHAPTER II

REVIEW OF LITERATURE

Based on the review of literature from various research articles, journals, related with Organizational Climate and Job Satisfaction for Employees the following factors are identified by the Researcher showing the variables related to the study, which is shown below.

Bullock (1952) considers job satisfaction as ‘an attitude which results from a balancing and summation of many likes and dislikes experienced in connection with the job. The attitude manifests itself in evaluations of the job and of the employing organization. These evaluations may rest largely upon one’s own success or failure in the achievement of personal objectives and upon the perceived contribution of the job and company toward these ends. Thus a worker may like certain aspects of his work yet thoroughly dislike others.

Ghiselli and Brown (1955) have many different points of reference and few workers indeed are satisfied with all aspects of their jobs. The satisfaction of a worker derives from his job is not only varied but highly sensitive to change. According to these authors, job satisfaction is a function of the occupational level for as a rule, individuals at the higher occupational levels are more satisfied with their jobs than those at the lower levels. Other determinants are caste and age, though no definite conclusions can be advanced as these factors vary widely in different countries and in various communities. Financial incentives do play an important part in job satisfaction but once again, much research remains to be done in this field. Job satisfaction is also related to the quality of supervision. The relationships between employees and management are important to determine the happiness of the workers.

Blum (1956) has suggested that the term job satisfaction is ‘a general attitude which is the result of many specific attitudes in three areas viz. specific wages, supervision and steadiness of work. Individual characteristics such as the employees age, health, temperament, desires and level of aspirations, and group relationship outside the job, such as his family relationship, social; status, recreational outlets and his activities in organizations like labour, political or purely social’. In other words, job satisfaction may be defined as a favorable feeling of psychological conditions of a person towards his job situations.
Alderfer’s ERG Theory

In the late 1960s, Clayton Alderfer developed a theory that differs from Maslow’s in three major aspects:

1. A smaller set of core needs were used to explain behaviour,
2. The theory does not assume needs are related to each other in a stair-step hierarchy,
3. The ERG-theory contains a frustration-regression component.

This theory, compared to other theories, uses three broad categories of human needs, namely: Existence, Relatedness, and Growth.

**Existence needs** include all of the various physiological and material desires (hunger and thirst, as well as material needs such as pay, fringe benefits and Physical safety). These needs are characterized by the goal of obtaining a material substance, and one person’s satisfaction tends to be associated with another person’s frustration when resources are limited.

**Relatedness needs** comprise of the desires of people to have relationships with significant others that are characterized by the mutual sharing of thoughts and feelings. These needs can only be satisfied by means of mutuality. There is usually a connection between each party and their individual satisfaction.

**Growth needs** are the desires of a person to have creative and productive effects on himself and on his environment. In this regard, satisfaction occurs when a person engages problems that call upon him/her to utilize his/her capacities fully, and to develop new capabilities. The person, therefore, feels a greater completeness as a human being (Schneider & Alderfer, 1974).

Sinha and Singha (1961) tried to find the factors associated with absenteeism in workers on the basis of attendance records in a large steel industry. 72 high absentee and 166 low absentee workers were located on random sampling. 50 workers from each group were interviewed on job satisfaction questionnaire. The low absenteees were judged to be satisfactory. Among the 11 personal factors studied, only income level showed significant difference, i.e. high income workers had low absentee rates.
In the opinion of Harrell (1964) also, job satisfaction is derived from and caused by many different factors. Broadly speaking these are divided into:

1. Personal factors – age, sex, number of dependents, time on the job, intelligence, education and personality.

2. Factors inherent in job- type of work, skill required occupational status, geography and size of the plant.

3. Factors controlled by the management- security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility and supervision.

Although those factors can never be completely isolated from one another for analysis, they can, by the use of statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction.

Chakraborty (1965) has tried to gauge job satisfaction of employed persons in India. The study is based on the replies of 650 persons working in major industries of private sector and government establishments situated in Calcutta and nearby towns. The author concludes that the picture of satisfaction is never stable. It keeps on changing. It may change for the better or may change for the worse. Vocational satisfaction seems to bear significant relationship with education, success, type of work, age, status, and occupational experience.

A number of researchers were able to verify this theory and they were summarized in his book, Work and the Nature of Man (1966). Researchers argued with this theory; stating that he had investigated a narrow range of jobs and used only one measure of job attitude, and that people were making themselves look good in attributing positive events to internal factors and negative experiences to external events. In the end, different results come from different research techniques. When Herzberg’s critical-incident method of interviewing people was used, the results supported his theory, but a uniscalar model for research would just as consistently be conflicting. Herzberg’s theory is intriguing because it is simple and general.

Basu (1966) remained confined to a consideration of the theory construction in the field of incentives and job satisfaction. A clarification of some of the concepts and an overview of current psychology was made and some of the typical research findings, taken from the east and west were also examined.
According to Roberts (1966), job satisfaction comprises those outward or inner manifestations which give individual a sense of enjoyment or accomplishment of the performance of his work. Job satisfaction may come from the product or item produce, job satisfaction is an application, of effort to a purpose, force in action, doing of something, a task for materials to be operated on, doing or experiences of specific kind, employment especially as a means of earning money, a thing done or made, a product or manifestation.

Lahiri and Srivasta (1967) obtained the response from 93 middle managers for which the questionnaire contained 13 job contents and 13 job contexts, contributing to the feeling of job satisfaction in existing and imaginary situations. The results were also compared with American studies. The findings cast serious doubts on the generality of the Herzberg-Masner-Snyderman Motivator Hygiene Theory.

Bhushan (1968) observed that high wages are responsible for higher job satisfaction. Fringe benefits and grown dimensions also have positive correlation with job satisfaction. His results further show that the job satisfactions of skilled and unskilled workers are substantially influenced by climate created by the management in the industry. Higher pay, more freedom and job security along with less dominance and control will create job satisfaction.

Sharman (1968) tried to discuss the concept of organizational climate and to identify the major factors which influences. He divided the factors (by which the climate any organization is created and conditioned) into three parts: formal, subjective and environmental. He noted that the application of formal theory of organization, aimed at ensuring organization efficiency, can create condition for conflicts and tensions and have adverse effect on climate for manager in these contexts, the effect of policies on recruitment, promotion and remuneration and the personalities traits have also been noted. Change in organization climate, like all climatic changes, will depend upon forces at the highest level. Whether the organization will function as a “mechanistic” or as a “organic” institution will depend very much on how the top wants it to function. The author quotes Sanskrit proverb in the context saying ‘as the king, so the subject’. It is the administrative stratosphere upon which must be put the responsibility for initiating.
Stringer (1968) organizational climate questionnaire was employed to tap respondance perceptions of the organizations climate. An eleven items instrument was used to measure organizational climate and the score was analyzed. This research provides evidence that an individual’s effective response influence perception of organizational climate. The study also indicates some guide lines for future researchers if they are interested in examining the relationship between organizational climate and job satisfaction.

Sinha and Agarwal (1971) defined job satisfaction as ‘a persistent effective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference’.

Waters and Waters (1971) report that overall satisfaction or dissatisfaction is correlated with measure of satisfaction/dissatisfaction with several aspects of work situation for 160 female clerical workers. Positive and negative feelings were obtained about the company. Tabulations were made of responses to open-ended questions, concerning reasons for positive and negative feelings about the company. The results offered no support for the two-factor theory of job satisfaction, but were consistent with traditional framework in which any variable can be both a satisfier and dissatisfier.

Johansson (1973) in his article concerned with measurement of organization climate has questioned the independence of climate factors from those identified in research on work attitudes through literature review and logical argument. Two work attitude measures and 90 organizational climate items were administrated to primary samples of 390 employees of a large manufacturing corporation in Ohio. Identical data were collected from a second sample of 109 employees performing similar jobs in Illinois plant of the same firm. It was hypothesized that most of the variances in a perceptual measure of the organizational climate could be subsumed in factors traditionally founding satisfaction research.

Lawrence R. James and Allan P. Jones (1974) focus on the extent to which organisational climate duplicates other organisational and individual domains. Descriptive measures of organisational climate have organisation-specific variance and constitute organisational attributes (John A. Drexler 1976) several organisational process variables (but no structural variables) were significantly related to the climate of the
organisation as perceived by scientists. Perceived climate in turn was shown to be significantly related to measures of organisational performance and to job satisfaction (Edward E. Lawler, III, Douglas T. Hall and Greg R. Oldham 1974).

James and Jones (1974) differentiated psychological climate (an individual’s perceptions) with organizational climate (measured by aggregating many individuals’ perceptions), and argued that an organizational climate should perhaps only be regarded to exist if the variance between the many psychological climates was low. If the variance between psychological climates was high then perhaps no single organizational climate should be thought to exist.

While acknowledging the theoretical contribution of this debate between psychological and organizational climate, the current paper assumes that the aggregation of an organizational climate has value, albeit perhaps having greatest value when the aggregated scores are interpreted alongside measures of variance within the organizational climate. Researchers find value in comparing aggregated organizational climates across different organizations, industries and countries. Similarly, practitioners are interested in measuring and improving aggregated organizational climate, regardless of the variance within the organizational climate.

Lawler, Hall and Oldham (1974) conducted a study which was designed to test the view that organizational structure and process are related to organizational climate which, in turn, is related to organizational performance and employees’ satisfaction. Questionnaires were filled by directors of 117 research and development organizations and by 291 scientists in a sub-sample of 21 of these organizations. A Questionnaire was mailed to the director of research in each of the 117 organizations. The researcher visited 21 of the larger labs to collect data from individual scientists.

**Maslow’s Need Hierarchy**

Maslow’s theory of human motivation had a notable impact on the thinking of organizational theorists such as McGregor and Argyris, as well as on the empirical work by Porter, Beer, Hall and Nougiam, and Lawler and Suttle (Schneider & Alderfer, 1974).
Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential (Pardee, 1990). In 1954, this humanist-psychologist first published Motivation and Personality (1954), which introduced the theory on how people satisfy various personal needs in the context of their work (Gawel, 1997).

Pardee (1990) states that the needs hierarchy system is devised by Maslow and is frequently used for categorising human motives. This scheme, involves five categories of needs, arranged with lower-level needs at the bottom which must be satisfied first, before the higher level needs come into play. These needs can be explained in the following hierarchical order:

1. **Physiological needs**: food, water, sex and shelter

2. **Safety needs**: protection against danger, threat and deprivation. Behaviour that brings forth uncertainty in the field of continued employment, or which reflects favouritism or discrimination, and an unpredictable administration of policy, are powerful indicators in this level.

3. **Social needs**: giving and receiving of love, friendship, affection, belonging, association and acceptance.

4. **Ego needs**: need for achievement, adequacy, strength and freedom. This is, in essence, the need for self-sufficiency or autonomy. For example, status recognition, appreciation and prestige.

5. **Self-actualisation**: need for continued self-development and the desire to become more and more of what you are and what you are capable of becoming.

Downey, Hellriegel and Slocum (1975) have tested the proportion that organizational climate interacts with individual personality in influencing job satisfaction and performance. 92 managers from one industrial firm were taken as subjects. These managers represented different hierarchical levels and functional areas in the firm and had been with the organization for at least 5 year period to the study. Fraction indicated that only some effect was present in the interaction of the personality and climate factor.
Finerman (1975) tested two hypotheses: (1) a significant positive correlation between a manager’s need for achievement and performance will be more likely to occur when he perceives the climate of his job in strong achievement terms. (2) Managerial performance will be highest in a condition where high need for achievement and high perceived achievement climate coincide. Managerial performance will be lowest where low need for achievement and low perceived achievements climate coincide. Data gathered from three samples tend to support the first hypothesis. Only the first part of the second hypothesis was consistently supported.

Lafollette and Sims (1975) investigated as to whether organizational climate was redundant so far job satisfaction was concerned. First, he defined job satisfaction and organizational climate. The broad objective of this research was to examine Johansson’s propositions that perceptual organizational climate research was redundant for job satisfaction research. The research was conducted at a major medical complex. The respondents included registered nurses, licensed practicing nurses, technologists, therapist, dietitians, technicians and clerical services.

James F. Gavin (1975) conducted a study of 140 managerial level bank employees to determine the extent to which climate perceptions could be accounted for by measures of personal and organisational variables. Findings fail to support the expected interaction of personal and organisational measures but do indicate that personal and organisational variables alone accounted for significant amounts of variance in climate perceptions.

Job satisfaction is defined as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience’ (Locke, 1976).

Ganesan (1977) made an attempt to measure the relationships existing among organization climate, need satisfaction and personality’s orientation among a group of assistant professors of a college and the research staff of a research institute. The sample for this study consisted of 31 Assistant Professors of an Arts college and 16 from research staff. They were aged from 25 to 50 years and had served their organization from 2 to 30 years. The results revealed that personality or orientations are not related to need satisfaction and organizational climate but need satisfaction alone is related to organization climate. Need importance and need satisfaction are significantly related.
Some other conclusions include that the organizational climate dimensions are significantly correlated and measure a unique variable, deprivation of need satisfaction lead to negative perception of organizational climate and vice versa.

Anabd (1978) conducted a study in Delhi on a sample of 122 teachers of correspondence B.Ed Course of Central Institution of Education, Delhi, 81 of them were men and 41 were women. A 5-point scale, administered to them for measuring job satisfaction, showed that job satisfaction was related to sex and age. Women teachers were more satisfied than male teachers. Young people were not satisfied with their profession. Designation, better salaries, and promotions gave them more satisfaction. Academic Careers and attainments were not related to job satisfaction.

Mehta (1978) ventured to find out the relationship between life satisfaction and job satisfaction and to study the role of objective factors such as pay, housing, etc. The study revealed that salary was the most important factor in employees perceived life satisfaction and 15 % of variation in it was due to salary. Amenities are the second important factor and other factors, which made significant addition to cumulative contribution of life satisfaction, were norms, education and age. The rate of the independent variables including supervisor satisfaction, intensive job satisfaction with nature of job did not make any contribution to an employee’s life satisfaction.

Jyoti (1979) has given certain variables which can affect job satisfaction. She drew 50 persons from each profession (viz. teachers, doctors and engineers). A questionnaire-cum-scale was prepared on the basis of Likert technique. The F-ratio obtained through analysis of variance shows that teachers tend to be at the bottom of the ladder of satisfaction. Engineers have reported a little higher job satisfaction and doctors have shown the highest job satisfaction.

Climate measure and concept that has a focus in that we should be looking at climate for “something”. This “something” might involve issues such as a climate for safety, climate for sexual harassment, climate for justice (Liao & Rupp, 2005), climate for well-being and climate for service (Schneider, 1980; Schneider, White & Paul, 1998; Schneider and Bowen, 1995), or an industrial relations climate. The principle is that organizational climate as a concept has many facets and that researching it needs to bring a greater level of focus to the specific facets being studied.
Sharan (1980) made a study on working conditions and job satisfaction. A few aspects of working conditions were – wages, benefits, job security, promotional aspects and physical atmosphere at work place. He observes that the respondents are getting very low wage and they seldom get the benefits like casual leave, earned leave, medical leave, to which they are theoretically entitled. Their work duration exceeds eight hours a day. Workers have mentioned that sometimes they have to work without any break, sitting on the stools. Absences of proper lighting arrangements and electric fans in assembly rooms have made the condition still worse. The accumulative effects of these conditions make the work unpleasant. By improving all the above-mentioned conditions, satisfaction level can be achieved.

Ganesan and Rajendran (1981) administrated personality orientation questionnaire developed by bass and organizational climate questionnaire evolved by Litwin and Stringer to 24 university teachers. Their age ranked from 25 to 50 years and they had put in 3 to 25 years of service in the university. The dimension measured in organizational climate was conformity responsibility, standards, rewards, organizational clarity, warmth and support and leadership.

Kishore (1981) designed for study to find out the difference in the perception of middle management executives and first-line supervisors in respect of organizational climate and job satisfaction. The main objectives were to study the inter-correlation of the factors related to these two variables, to find out the relationship of dimensions and to know the inter-correlation of the factors related to job satisfaction and total score for both middle management executives and supervisor group.

Welsch and Lanan (1981) infer that commitment to the organization is an important behavioural dimension which can be utilized to evaluate employees’ strength of attachment. Result in medical center points out that role conflicts and role ambiguity are negatively related to commitment, but organizational climate, power, teamwork, satisfaction with work, promotion, etc are positively related to organizational commitment.

Siegel and Lane (1982) state that job satisfaction occurs when an individual subjectively appraises his or her current work situation, and has a positive and pleasurable response to it.
A majority of studies drawing on this concept have used a generalized approach rather than relating the notion of climate to a particular set of organizational activities or issues. As Schneider & Reichers (1983) have pointed out, “to speak of organizational climate per se without attaching it to a referent is meaningless”.

According to Feldman and Arnold (1983), ‘job satisfaction will be defined as the amount of overall positive effect (or feelings) that individuals have towards their job’.

Prathap and Srivastava (1983) survey the relationship between job satisfaction and organizational climate. The main objectives were (1) to find out the relationship between organizational climates and job satisfaction in public sector undertaking and (2) to know whether there is an impact of age, experience and income of job satisfaction and perception of organizational climate in public sector undertaking.

Schnake (1983) organized a study to determine whether an effective response influences the dimensionality of perceptual measure of organizational climate. To accomplish this, 8,938 supervisors of a large firm completed organizational climate and job satisfaction questionnaire. These employees performed a variety of clerical, technical and non-technical tasks. The data were collected as a part of an organization-sponsored attitude survey.

Baungarted, Reynolds and Pathan (1984) suggested that the development of management education over recent decades has stimulated a growing body of research, evaluating the effect or outcomes of such training. According to them early research findings yielded ambiguous results. However effectiveness of management education was contingent upon other important factors. They designed a paper to access specifically the role of selected personality variables and organizational climate in moderating the effect of training. This research took 15 years and focused on the management training in the diffusion of advanced management technology. The paper included four studies, two carried out in India and two in the USA. The study reveals that managers who believe in value of management education inclined to apply new knowledge and skills on the job and the organizational environment into which they apply new learning in the work place.

Amar Singh (1985) studied the correlates of job satisfaction among different professionals. The sample was of 320 persons from college and University teachers,
advocates, engineers and doctors. He himself constructed a scale for measuring job satisfaction. The findings of the study were like this-Age and Experience are positive correlates of job satisfaction, but size of Family is negatively related. Professionals with extra academic and professional attainment have shown a trend towards reduced job satisfaction. Married professionals are more satisfied. The study also reveals that self-esteem, introversion and emotional stability are correlated positively with job satisfaction. Job satisfaction depends upon understanding of the job and its technological aspects, for which the author suggested that adequate training and specialized education should be imparted to the person.

Parasuraman et al. (1985) showed that factors such as responsiveness, assurance and empathy are specifically related to perceptions of the behaviour of service employees.

Prathap and Srivastava (1985) tested the relationship between organizational climate and job satisfaction, with a comparison between private and public sector textile industries in Kanpur. They explained that for the complete understanding of job satisfaction, a rather comprehensive approach was required in which many additional factors such as employee, age, health, temperament, desires and levels of aspiration should be considered. His family relationship, social status, recreational activities in an organization, etc. could contribute effectively to job satisfaction.

In addition, research findings have emphasized that the ‘intervening’ nature of organizational climate is affected by a set of input variables on the one hand, and influences the outcomes and performance variables on the other (Dastmalchian, 1986).

Srivasta (1987) is of the view that there are a few studies on the measurement of job satisfaction with reference to different sectors in Indian context. There are various intrinsic and extrinsic factors of organizational climate which affect job satisfaction. He suggested that the relationship of these variables with job satisfaction should be studied further.

Chandola (1988) in her paper reviewed the literature on organizational climate in educational institutions and gave a precise idea that organizational climate could be viewed as a relatively enduring quality of the internal environment of an organization. This was experienced by its members. She highlighted two major trends:
(1) each institution has a unique climate of its own. Organization climate covers a wide variety of concepts viz., leadership, personality disposition etc.

(2) the quality of organizational climate varies directly in proportion to the quality of motivation it has.

Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction’ (Dubrin, 1988).

Kirton and McCarthy (1988) argue that the similarities in preferred ways of working and associated personality characteristics within a group constitute a 'cognitive climate' within the overall organizational climate. The empirical evidence has been reviewed, together with studies which examine the effect of inferred forces on the individual who finds himself/herself in an 'alien' cognitive climate. The implication of cognitive fit with regard to team functioning, tolerance and cohesion were discussed. The results reveal that the identification of a cognitive climate within an organization has useful implication for the practitioners who are attempting to build effective teams. Cognitive climate is not, of course, the only factor involved in achieving good 'fit'.

Parith (1988) in her working paper has discussed the concept of interface, which is an enduring pattern of relatedness between people, tasks, structures and systems. The Indian experience suggests the organizations which introduce new structures and systems get carried over to large organizations. The researcher defines the two concepts, cultures and interface. The new interfaces which emerge will reflect the change in structures, anticipated change in leadership, introduction of heterogeneity, be that of age, socio-cultural belonging, education, training, etc. It is found that as the individual grows and encounters diverse systems, his/her interface needs to be modified. Individuals over time acquire stable and enduring interfaces which are meaningful.

Reddy (1988) has taken up the main objective of understanding the nexus between organizational culture and structure in a multi-dimensional construct. The main objective of the study is to test some hypotheses in the light of empirical work. He explains the difference between organizational culture and national culture. In the end
organizational culture has been defined as the one in which individuals exhibit strong tendency to seek support, warmth and advice from superiors even in situations which do not warrant such leering, and expect a similar behavior from their subordinates.

Sahni (1988) opines that an organization is to get maximum output of highest quality in shortest time period, with minimum expenditure of human energy and maximum job satisfaction. Satisfied workers are more productive than others. Job dissatisfaction on the part of employees may lead to industrial unrest. High job satisfaction is the hallmark of a well-managed organization

According to Davis and Newstrom (1989), ‘job satisfaction is a set of favorable or unfavourable feelings with which employees view their work’.

Nehra (1989) studied the relationship between job satisfaction and organizational climate in the Haryana Cooperative Sugar Mill Ltd., Rohtak. 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 between the two variables and to see the relationship of individual variables with job satisfaction and organizational climate.

Sharma (1989) peeped into the relationship of an organizational climate (overall index and its six dimensions) with job satisfaction (overall index, on-the-job and off-the-job facets) and job anxiety on a group of 50 officers and 50 subordinates, working in an institution of higher studies. Individual course and overall index on the POC (Profile of Organizational Characteristics) have been utilized in the research work.

In the area of organisational theory, one can include the terms job satisfaction, motivation and reward systems. The strongest influence in this area is motivation, because it has common ground with both of the other two terms (Pardee, 1990). In the area of organizational theory, one can include the terms job satisfaction, motivation and reward systems. Motivation can be defined as those forces in an individual that push or propel him to satisfy basic needs or wants, and the level of needs will determine what reward will satisfy an employee. Job satisfaction is one of the most frequently studied work attitudes by organizational behaviour researchers with, in fact, more than 12 000 job satisfaction studies being published in the early 1990s (Kreitner & Kinicki, 2007).
Rentsch (1990) studied the relationship between people's membership in social-interaction groups and the meanings they attach to organizational events. It was hypothesized that people who interacted together would interpret organizational events similarly and that different interaction groups would interpret organizational events differently. Data were collected from 64 members of an accounting firm and were analyzed with network analysis and multi-dimensional scaling. The results gave the evidence that people who interacted with each other had similar interpretation of organizational events and that members of different interaction groups attached qualitatively different meanings to similar events. Methodological, theoretical and practical implications of the result were also taken into account.

Schneider (1990) defines climate as the shared perceptions of organizational members concerning practices, behaviours, and procedures that are rewarded and supported in the workplace. Others have viewed it as a set of concepts to understand the context of the organization, representing the norms, attitudes, feelings and behaviours prevalent at the workplace.

Selvam (1990) has attempted an in-depth study of the various factors that influence organizational climate, and mainly three factors, structural properties, leadership style and characteristics of organization members, and how these three factors are balanced to create an amicable working environment. He has concluded that these three factors constitute the three arms of a triangle. Change in any angle of any one arm of different organizational climate is the result, thus a balance has to be maintained among the three factors to create an amicable environment in the organization. He suggested that instead of specific rules and procedures, the structure should develop alternative approaches from which one can choose the right one or can develop a mix. These kinds of structuralisation give both direction and freedom and thus create a congenial climate for the functionaries.

Singh and Pestonjee (1990) explored the possible effect of job involvement and sense of participation on job satisfaction of two categories of bank employees. They defined the concept of job satisfaction and job involvement and explained that job satisfaction and involvement were found to be influenced by the sense of participation.
Virmani and Kanchan (1990) have tried to make a distinction between organization climate and organizational culture. They are of the opinion that culture is more inclusive and has wider meaning than climate. So, in this study, first they have defined culture then given a few factors which can affect organizational culture like technology used in the organizational architecture, values, basic assumptions, relationship to environment, time, space and human nature, etc.

According to Pestonjee (1991), ‘job satisfaction can be taken as a summation of employee’s feelings in four important areas. Two of these areas encompass factors directly connected with the job (intrinsic factors) and the other two which are presumed to have a bearing on satisfaction. These four areas are

1. Job-nature of work: dull, dangerous, interesting, hours of work, fellow workers, opportunities for promotion and advancement (prospects), overtime regulations, interest in work, physical environment, machine and tools etc.

2. Management-supervisory treatment, participation rewards and punishments, praises and blames, leave policy, favouritism etc.

3. Social relations- friends and associates, neighbours, attitudes towards people in community, participation in social activities, sociability, caste-barriers etc.

4. Personal adjustment- health, emotionality, home and living conditions, finances, relation with family members etc.

Gangjee (1991) has shared the understanding about organizational culture by using concepts, symbols, scripts, events and myths. First of all, he has explained a few related terms like definition, logic, norms, procedures, output and environment. He concludes that if managers are sophisticated, one might begin with collecting data, regarding the logic of organisation and its relevance. One might start, so to say, at the very beginning by investigating the definition of the organization and try to arrive at a common stated definition.

Jarnal and Jian-lin Xie (1991) tested the applicability of Likerts’s theory of participative style in a culturally diverse environment. They infer that the participative style tends to lead to higher job involvement, higher job satisfaction, lower level of perceived job stress and higher commitment to the organization than the autocratic style. These results are very similar to those obtained in the west by other researchers.
Larsen and Bastiansen (1991) described services attitudes as “a relatively permanent tendency on the part of the employee to behave in a particular fashion”.

Brown (1992) explains that organizational culture may be harnessed to achieve both operational and strategic goals. Aspects of culture range from basic assumptions, beliefs and values to artifacts in the form of stories, symbols, events and myths. This author illustrates this with examples drawn from his own experience and from the works of other researchers. He demonstrates new tools for mobilizing commitment and enforcing control that can have performance implication.

Garg and Parikh (1992) have explored the four interfaces operative in Indian organizations viz. structure and system/organization interface, Roles/organization interface, strategy and culture/organization interface and leadership/organization interface. The study has further attempted to present an integrated framework to understand culture, self, role, organization and environment of Indian managers and organizations.

Guzley (1992) has surveyed the employees of a large service organization in the south-west USA to determine if an individual's organizational commitment is related positively to perception of organizational climate and of communication climate.

In the opinion of Misra and Srivastava (1992), ‘job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are: opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization.

Job satisfaction may be global or specific. Sometimes job satisfaction is referred to as overall feeling of satisfaction, i.e., satisfaction with the situation as-a-whole (global satisfaction) at some other point of time job satisfaction refers to a person’s feelings towards specific dimensions of the work environment (facet or specific satisfaction). It is clear then, that job satisfaction is the result of various attitudes the employee holds towards his job, towards related factors and towards life in general. Research into the nature of individual differences has shown that individuals possess unique characteristics that affect their attitudes to work, behaviour and performance.
Desai (1993) is of the opinion that human resources of an organization is the most complex factor. The ability of human resource to manipulate and improve technology as well as structure makes it the dominant factor in any organization. The individuals in an organization come from varying social strata, characterised by different norms. They enter with personalities shaped by competence, experience, psychological needs and expectations all interlinked and undergoing a continuous change owing to the process of adjustment. The inter-personal relations, in their totality, provide the necessary culture for growth as well as assimilation of individual in the organization. During this process of growth and assimilation the individual changes in terms of ability and attitude. The actual performance and the consequent recognition also provide an important feed-back to the individual. After discussing this author concludes that organizational climate can be assessed in terms of arousal of these motives in the group. The assessment can be done through a suitable instrument.

Farr (1993) applied alternative conception of the relationship between job perception and job satisfaction. They tested it by obtaining survey response from 450 engineers. One model based on job characteristics theory (JCT) predicted that job satisfaction leads to job perception. A second model based on social information processing theory predicted that job satisfaction leads to job perception. A third model which specified a reciprocal relationship between perception and satisfaction was developed. Supervisors rating of departmental characteristics were used as contextual variables along with individual difference measures as antecedents of job perception and job satisfaction. The magnitudes of the two reciprocal paths linking job perception and job satisfaction did not differ significantly. Directions for future research and application were also given in the end.

Ostroff (1993) investigated the relative, combined and interactive effects of organizational climate and personal orientation on individual’s attitude and behaviour in any Organization. It was proposed that congruence between organizational climates and individual’s personal orientations would lead to higher satisfaction, commitment, involvement in work, adjustment to work performance, and less stress, turnover intent and absenteeism.
Pestonjee and Desai (1993) probed the relationship between the factors of learned helplessness and organizational role stress of motivation climate of the organization. The sample comprised 220 respondents belonging to the middle management of 5 units of engineering industry located in western India. Results reveal that the climate of the organization that is related to trust among the members, affect the learned helplessness and pressurize the executives. Management of rewards was the other dimension of the organizational climate which had a significant bearing on the dependent variable of learned helplessness and organizational roles stress.

Cirociari (1994) suggests that organizations communication process is an important variable to its success. The workforce plays a vital role in this process to have a productive work force; an organization requires a satisfied and loyal workforce. This study investigated federal employee’s level of communication satisfaction as compared to the employee’s job satisfaction and performance and loyalty.

Cran (1994, p. 36) noted that individuals have a set of basic predispositions that make “some people better at some things than others”. This has led to the suggestion that suitable hospitality workers possess a specific set of characteristics that predispose them to providing quality service.

Abdul Khaleque (1995) investigated the difference between public and private sector bank employees in terms of their perceived job satisfaction and its related factors. The sample of this study comprised 28 public sector and 28 private sector officers. The measuring instrument for job satisfaction was a scale developed by Warretal which had 15 items seven-point rating scale, ranging from highly unsatisfied to highly satisfy. The research showed that the public sector employees had higher job satisfaction than private sector employees and further than their job satisfaction was positively correlated with their age and experience.

Anne Elizabeth (1995) inquired in to the ideology primarily as organizational culture which reflected mostly managerial ideology. This study related the ideology to job satisfaction and organizational commitment. The study dealt with the question whether the adoption of professional’s standards as personal ideology affects job satisfaction and organizational commitment and if the strength of this effect differed among workers at different types of organizations.
Chen, Hsini-yi (1995) examined the difference of organizational climate and human resource practices between American and Chinese companies in Taiwan. Two kinds of questionnaires, the organizational climate questionnaire and the HRD practices questionnaire were distributed to 25 companies, 15 Chinese and 10 American. There are significant differences in organizational climate between the American and Chinese companies. The climate in American companies is more open than in Chinese companies. There are also significant differences in job satisfaction and fairness issues. There is no significant difference in leadership styles and motivational forces.

The vast majority of past research, however, has examined such practices in isolation, which hinders the understanding of the relative efficacy of these management practices. Hence, there is a growing interest among researchers in studying a broad range of practices within a single study to enable direct comparisons of effect sizes Huselid,( 1995)

Clark (1996) was of the opinion that little recent empirical work in economics or industrial relations had examined job satisfaction, despite its clear correlation with labour market. His paper used the information collected from 5000 British employees to investigate the relationship between three measures of job satisfaction and a wide range of individual and job characteristics. Notably, men workers in their thirties, the well-educated, those working for longer hours and workers in larger establishment had lower level of job satisfaction.

Lofquist et al. (1996) defined job satisfaction as the effective orientation that an employee has towards his or her work.

Sony and Pathania (1996) in their research paper, selected the main objectives to find out the existing level of job satisfaction among employees, to study the correlates between job satisfaction and promotion to study the perception of employees towards managements attitude for promotion and to give some suggestions for improving the job satisfaction. This sample consisted of 200 employees from three corporative banks. A schedule was prepared and administrated to collect data. The result revealed that 59% of respondents were found to be dissatisfied and 41% were satisfied with their job. Educational qualification and professional qualifications were found to be insignificantly associated with promotion.
Steers et al. (1996) describes the Porter-Lawler model as a model in which reward value and the individuals’ perceived effort, as well as reward interaction, affect the effort put in by the individual. Effort leading to performance and the perceived equitable rewards received for the performance delivered will ultimately lead to employee satisfaction. These authors state that a connection exists between job satisfaction and performance, because an employee is only likely to be satisfied in a situation in which he/she receives the perceived equitable rewards. The model also identifies that the nature of the task influences the linkage between performance and satisfaction, and that the individual’s self-valuation has a significant impact on the employee's perception of the equitable reward. The rewards that an employee receives, following a particular level of performance, will determine satisfaction.

Mohan Jatindra and Riar Manpreet (1997) investigated in to the job satisfaction of prison officers in relation to Eysenckian personality dimensions, self-esteem alienation and quality of work life. This sample size comprised of 80 senior and middle level prison officers of Punjab in the ratio of ten superintendents, 15 deputy superintendents and 55 assistant superintendents. The result showed that satisfaction was positively correlated with most of quality of working life dimensions. Job satisfaction was negatively correlated with the alienation and self-esteem. Hierarchical levels analysis showed that superintendent scored highest on alienation and quality of working life dimensions. Assistant superintendents were higher on extroversion. Religion-wise analysis revealed that Hindu officers were higher on extroversion, while Sikh officers were higher on quality of working in dimensions.

Cooper, Michelle A. (1997) discussed the impact of participation in decision making on staff perception of organisational climate/culture, commitment, and influence on work. There was no statistically significant difference for perception of climate/culture compared to results from the same questionnaire administered one year before but commitment and influence on work were significantly lower.

Spector (1997) defined job satisfaction as an attitudinal variable which measures how a person feels about their job in general, and also how they feel about different facets of their job.
Work practices such as recruitment and selection, training and development, performance management and appraisal, compensation and benefits, career development, teamwork, customer orientation, occupational health and safety, to name only a few, have been consistently linked to various measures of organizational effectiveness (Nickell, 1998).

Lee-Ross (1999) refers to these attitudes as service predispositions and argues that they influence employee behaviour and performance in service organizations. From here it is argued that a greater effort be focused on “the selection of suitable employees and the provision of appropriate training”

Despite ongoing debates as to the theoretical status and measurement of organizational climate and how climate differs from the concept of organizational culture, there is a general consensus regarding the definition and underlying assumptions of organizational climate. Payne (2000).

Peter Kangis, and D. Gordon and S. Williams (2000) showed a consistent association between climate and performance, independently of sector, companies performing above average showed higher values on climate dimensions than those performing below average. Mark A. Shadur Rene Kienzle, John J. Rodwell (1999) collected data from 269 employees of an information technology company and examined the relationship between employee perceptions of involvement and organisational climate. The authors stated that employee involvement is composed of three essential variables, namely, participation in decision making, teamwork, and communications

Schenider (2000) has been a leading critic of the generalized approach to measuring climate . He has argued that the dimensions and content of climate measures should differ depending upon the organizational outcome that is of greatest interest. If the researcher is interested in improving safety, the measure of organizational climate should differ to one used if a researcher was interested in improving customer service.

Johnson, Joyce J. (2000) used a sample of 8,126 employees in a large government service agency using an anonymous survey measuring nine aspects of quality culture and ten aspects of organisational climate. Results show that supervisors perceived all nineteen aspects of the culture and climate measured on the survey significantly more positively than did non-supervisors.
Young, Scott Alan (2000) found that agreement within work groups with respect to climate perceptions may not be as critical as agreement in organisational values and goals. Ali Dastmalchian (1986) stated in his study that different environmental characteristics have different associations with organisational climate and the relationships between organisational environments and climate are not similar to those found between environments and structure.

Schneider, Bowen, Ehrhart & Holcombe (2000), unless the predictor variable is conceptually and operationally linked to the criterion variable, the probability of a relationship between them is low. The same logic applies to climate. That is, unless the concept and measure of climate is based on “something” of interest, the relationship between it and the other key organizational variables can be expected to be modest at best. Using this logic they now move more directly to the notion of human resources (HR) climate. They suggest in this proposal the organization’s human resource practices are another key area where the issue-focused notion of climate can and should be applied.

Hegney D. et al (2001) developed extrinsic and intrinsic work values: their impact on job satisfaction in nursing. A pilot study involving random samples of 2800. The total number of completed surveys returned for analysis was 1477. The results show that intrinsic and extrinsic work values do impact upon job satisfaction.

Tengku Marini (2007) revealed that male staff perceived organisational climate more favorable as compared to females. Meanwhile the friendly, precise and attentive style was found to be the predominant communication styles among the staff and the predominant organisational climate was achievement oriented climate. Male and female officers are influenced in a similar manner by organisational climate variables, although the magnitude of that influence varies by gender and suggest that climate variables have a greater impact on job satisfaction than individual level variables (Marie L. Griffin, 2001).

Stordeur S. et al. (2001) examined Leadership, job satisfaction and nurses’ commitment in Europe. The findings show that positive relationship between leadership quality and affective commitment with job satisfactions.

According to Coetsee (2002), job satisfaction can be the positive or negative attitude that individuals have towards their jobs and related matters, and the degree to which there is a good fit between the organization and the employee.
Zhang Zhen, Ma Li, Ma Wenjing (2003) explored the relationship between organisational climate and employee involvement in organisations in Mainland China. After clarifying the constructs of organisational climate and employee involvement, the study conducted one way ANOVA and regression analyses to examine how organisational climate influenced employee involvement in organisations. The results showed that significant geographical difference was found in employee involvement. Non bureaucratic, supportive and communicative climates were the strongest predictors of the employee involvement.

Williams A. (2003) examined job stress, job satisfaction, and intent to leave employment among maternal-child health nurses. A convenience sample of 30 nurses working in the Women’s Center of a regional hospital in Appalachia. The response rate is 74% out of 30. The result shows the moderate inverse relationship between job stress and job satisfaction.

Bonineli and Meyer (2004) explain that if management wants to improve productivity they should invest in training and staff development whilst they match competitive demands and business contexts, provide attractive development and career options, and ensure effective career management practices.

From early writers to more recent research the concept has been used to reflect the atmosphere of work and relationships and has been regularly shown to have an impact on work-related outcomes and aspects of company performance (Patterson, 2004).

2005 Keith R. (2005) assessed Job satisfaction of nurses who work in private psychiatric hospitals. Survey was completed by all 3,024 employees, of this total, 546 were registered nurses (RNs). The result revealed that high levels of pride in their hospitals but low levels of satisfaction in these hospitals.

Pietersen (2005) lists the following models for job satisfaction:

Lawler’s model relates closely to the equity theory; it specifies that employees are satisfied with a specific facet of the job (e.g. co-workers, supervisors, pay) if the amount of the facet they receive equals the amount they perceived.
**Locke’s discrepancy theory** explains job satisfaction in terms of needs. The focus is on satisfaction and dissatisfaction in the job, and further states that it depends on the perceived congruence or discrepancies between desires and outcomes, and the importance of what is wanted. With job satisfaction being the sum of the aspects of the job multiplied by the importance of the aspect to the person.

**Landy’s opponent-process theory** emphasizes emotional equilibrium and regards job satisfaction and dissatisfaction as emotional states. Whereas job satisfaction pertains to positive feelings that individuals have relative to their jobs; job dissatisfaction, on the other hand, indicates the negative feelings that individuals have regarding their jobs or facets of their job.

Siegel and Lane (as quoted by Pietersen, 2005) indicate that motivational theories such as equity theory, Maslow’s need hierarchy theory, and Herzberg’s two-factor theory, all have substantial implications for understanding job satisfaction.

**Herzberg’s Theory**

In the book, The Motivation to Work (1959), Herzberg did interviews with 200 engineers and accountants. They were asked to describe “any kind of story you like, either a time when you felt exceptionally good or a time when you felt exceptionally bad about your job”. This was conducted in twelve similar organisations (Smerek & Peterson, 2007).

This theory distinguishes between intrinsic and extrinsic motivators. The common aspects of job satisfaction is pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company, and management. The intrinsic motivators are the job tasks and content, whereas extrinsic factors refer to compensation, co-workers and work conditions, according to Pietersen (2005),

Herzberg also made a distinction between satisfiers and dissatisfiers. If working conditions and supervisors are good, they are perceived as satisfiers and if the working conditions are experienced as bad they can be seen as dissatisfiers.

Factors that contribute to job satisfaction are different from factors that contribute to job dissatisfaction and can, therefore, not be treated as direct opposites of one another. For example, a lack of motivators may not necessarily result in job dissatisfaction.
same way, the presence of hygiene factors may impact job dissatisfaction but not job satisfaction. Motivators are strongly associated with job satisfaction and have a long-term positive impact on work performance. These factors are related to the content of an individual’s work and may include recognition, achievement, the type of work being done, responsibility, and opportunity for advancement. Hygiene factors are related to the context of an individual’s work and may include work relationships, physical work condition, salary, supervision, and institutional policy. It may also have a short-term impact on attitude and performance levels (Spivey et al., 2009).

Mathis Schulte, Cheri Ostroff, Angelo J Kinicki (2006) used a sample of 1,076 employees from 120 branches of a US-based bank indicated that individuals' perceptions of the climate accounted for a large percentage of variance in individuals' satisfaction. The results suggest that the overall climate in a work unit has some influence on individual attitudes, after accounting for individuals' idiosyncratic perceptions of the climate. Patterson M, Warr P, West M (2004) stated that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. Managers' perceptions of climate would be positive and linked to company productivity than non-managers.

Coomber B, Barriball K.L. (2006) examined Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in London UK. The findings show that stress and leadership issues continue to exert influence on dissatisfaction. Level of education achieved and pay were found to be associated with job satisfaction.

According to Ermel (2007), job challenges and job demands are related to future career needs arising from career opportunities, and are concerned with how much the work tasks encourage new knowledge and continuous learning. Employees continually seek new job challenges from supervisors in order to gain professional knowledge, to secure more challenging work, and to earn and enjoy recognition from supervisors and co-workers because of their new knowledge.

According to Kreitner and Kinicki (2007), research does not clearly support this theory of motivation but in this theory, there is a key point for managers to notice and that is
the fact that a satisfied need may lose its motivational potential. Employers must strive to motivate employees by devising programmes or practices, aimed at satisfying their needs.

According to Van Tonder (2007), human resource development can be linked to Aldefer’s ERG Theory. When aimed at understanding people’s needs at work, Locke’s Goal Setting Theory and the Reinforcement Theory can be used. The following applications are mentioned by the author:

**Staffing:** Schermerhorn et al. (2005), state that this starts with job analysis to define jobs, their interpersonal relationships, the demographic, aptitude, and personality traits needed to assist in the recruiting of employees fit for the job.

**Training:** Training increases knowledge and skills and improves working attitudes. The advantages include employee commitment and the improvement of staff quality and availability.

**Career planning and developing:** Encourage career development in such a way that it lays out a path for those who want to follow it. Skill-based pay: When employees earn higher pay rates according to the amount of skill modules they master (Van Tonder, 2007).

**Adam’s Equity Theory**

The equity theory, pioneered by psychologist Stacy Adams, can be defined as a model of motivation that explains how people strive for fairness and justice in social exchange or give-and-take relationships (Kreitner & Kinicki, 2007). Inputs and outputs are the main components of the exchange relationship. Inputs are the individual’s contribution to the situation, for example previous work experience, education, training, and a general effort to perform the job. Outcomes are the results that the employee gains from the exchange, for example remuneration, fringe benefits, job assignments, supervisory behaviour, as well as status symbols.

**Expectancy Theory**

Ivancevich and Matteson (2002), define the expectancy theory as the individual’s belief, regarding the possibility or subjective probability, that a particular behaviour results in a particular outcome. Kreitner and Kinicki (2004) presents Porter
and Lawler’s expectancy model in their work, and this is also the model that refined and extended Vroom’s (1964) work. This model identifies individual human values concerning specific outcomes and their expectancies, and links the effort to performance and job satisfaction.

The relation between the dimensions of organisational climate, perceptions of support for innovation and performance is moderated by organisational slack and a strong connection exists between the different dimensions of organisational climate and perceptions of support for innovation (Antonia Ruiz-Moreno Víctor J. García-Morales, Francisco Javier Llorens-Montes, 2008). There is a positive and strong relationship between diversity management and organisational climate dimensions: policies and procedures, discrimination, gender issues, equality in conditions of employment, discrimination and employment equity (Tjale, Tsedile Ethel, 2005).

Job satisfaction can be described as the pleasurable, emotional state caused by a person’s job appraisal when achieving or facilitating the achievements of one’s work values. It is described as an effective response to specific aspects of the job and, as job satisfaction has a huge impact on productivity, it is very important to any organisation. Job satisfaction can, therefore, be seen as an attitude eliciting an expression of feeling toward an object (Ermel, 2007).

McClelland’s Need Theory

According to Kreitner and Knicki (2007), David McClelland has studied the relationship between needs and behaviour since the late 1940s. He investigated three specific needs:

1. The need for achievement Achievement-motivated people shares one of three characteristics, namely: the preference of working on tasks of moderate difficulty, the preference of situations in which performance is due to their effort rather than other factors, and they desire more feedback on their successes and failures. The following desires are specified: to accomplish something difficult; to master, manipulate or organize physical objects, human beings or ideas; to do this as rapidly or as independently as possible; to overcome obstacles and attain a high standard; to excel one’s self; to rival and surpass others; and lastly to increase self-regard by means of the successful exercise of talent.
2. **The need for affiliation** These people tend to spend more time on maintaining social relationships and joining various groups. They also have a strong desire to be loved.

3. **The need for power** this reflects an individual’s desire to influence, coach, teach or encourage others to achieve certain goals.

Organizational climate is a relatively permanent quality of an organization’s internal environment and it distinguishes the organization from other organizations. The work climate is the customs in which organizations establish routine behaviours and the actions that are expected, supported and rewarded. A climate includes the norms, culture, equity, social processes, leadership styles and management practices. Higher job satisfaction is experienced if the employee perceives the climate as conducive (Ermel, 2007)

Professional development is crucial to improve service delivery. According to Van Zyl (2005), employers should first determine the areas in which training is necessary. Training should only be considered if productivity improvements are a primary goal. Job challenges and demands promote superior performance in the roles that employees play and it was found that job challenges and demands increase job satisfaction and decrease turnover intention (Ermel, 2007).

AL-Hussami M. (2008) assessed job satisfaction of a randomized sample of 60 USA nurses. The results in this study revealed that a positive correlation existed between the dependent variable, job satisfaction and the independent variables: organizational commitment, organizational support, level of education, and transformational leadership.

Konstantinos N. & Christina O. (2008) examined Factors influencing stress and job satisfaction of nurses working in psychiatric unit. The result revealed that a variety of factors influence stress and job satisfaction of mental health nurses. Among these, clinical leadership and quality inter-professional collaboration between nurses and doctors and amongst nurses are particularly important. Nurses’ job satisfaction was found to be influenced primarily by psychological stress and the quality of clinical leadership.

Molinari DL, Monsrud MA. (2008) assessed rural nurse job satisfaction in Northwest region of the United States. One hundred and three rural hospital nurses were
completed surveys through online. The findings of this study revealed that the majority of nurses mentioned that interactions with the hospital staff made a difference in job satisfaction. Supportive, encouraging, helpful, cheerful, and positive co-workers were variables listed among the most satisfying aspects of work.

Murrells T. et al (2008) this longitudinal study assessed job satisfaction trends during nurses' early career. Multi-stage sampling of children, adult, mental nurses in England: qualification (3009, 80%), 6 months (2524, 64%), 18 months (2118, 53%), three years (1785, 45%). The result shows that no trend in job satisfaction over time.

The working environment is a variable that can easily be transformed or modified to improve job satisfaction. The lack or limitation of essential factors that create psychological stress, are imperative in an effort to increase job satisfaction (Mackenzie, 2008).

The working environment plays a role in the health and work stability of health care professionals. The work environment ranges from the physical set-up like the access to toilet facilities or internet and the physical working space, to more complex issues such as organisational management (Mackenzie, 2008).

Training and productivity improvements are logical extensions of one another because improvement in performance relies, to a degree, on training. It is also further stated that training and productivity efforts share a common objective in that they both improve performance on both individual and collective levels, thereby increasing efficiency, quality and output while simultaneously controlling cost (Matsie, 2008).

Victoria Bellou, Andreas I. Andronikidis (2009) showed that efficiency, reflexivity, innovation and flexibility, supervisory support and quality were among the most prominent characteristics affected by organisational climate, whereas outward focus and pressure to produce were least affected. Moreover, the only differences revealed between managerial and non-managerial employees were in the areas of involvement and efficiency.

Utriaine and Kyngas (2009), note that the degree of positive affect towards a job and its components can be defined as job satisfaction. The theories are:
Discrepancy theories, which examines the extent to which employees need or want to be satisfied within the workplace;

Equity theories, which highlight social comparisons in the evaluation of job rewards; and Expectancy theories, that focuses on employee motivation.

According to Newman (2010), Joyce and Slocum (2010), the structure of the organisation can influence employees’ perceptions of their climate. Steven P. Brown and Thomas W. Leigh (1996) stated that perceptions of motivating and involving psychological climate were related to job involvement, which in turn was related to effort. Effort was also related to work performance.

The perceptions of organisational climate and organisational change on the part of 10 senior business leaders in the life insurance industry who self-identify as exhibiting transformational leadership style is discussed and suggests that how to prepare for and adapt to their rapidly changing competitive environment and providing new or alternative strategies for identifying and developing business leaders (Willett, Scott R., Ph.D., 2009). The employees perceived the organisational climate of their organisation to be at a moderate level and Continuance commitment to organisation appears to be the lowest of the three components of the organisational commitment. (Fauziah Noordin, Safiah Omar, Syakirarohan Sehan, Shukriah Idrus, 2010).

**JOB SATISFACTION IN HEALTH PROFESSIONS**

In 1999, a five year review was conducted in the South African Public Health Care sector and it was found that, in connection with human resources, there is a very low morale (especially among nurses) throughout the country (Harrison, 2009). The nursing profession experiences a loss due to brain drain and turnover problems, which also creates various other problems such as enormous pressure on existing employees. This, of course, results in job stress and job dissatisfaction. At this stage, South Africa is one of the five most prominent suppliers of overseas registrations (Jacobs & Roodt, 2000).

According to Mackenzie (2008), most of the literature/research on job satisfaction within the medical field, was conducted on nurses and doctors, and a
few conducted on Allied Health Professionals. After a review of the literature, the author concluded that most of the studies reported a slight to moderate level of job satisfaction amongst health professionals. It showed no trends of extreme satisfaction. Although most of the dissatisfying factors will remain, they can, most certainly, be reduced in an effort to increase job satisfaction levels.

Comparing the selected major causes of death in the health profession, has revealed that pharmacists have substantially higher standard mortality rates than suicides, cirrhosis, all cancers, cerebra vascular disease and ischemic heart disease (Rothman & Malan, 2007).

Willett and Cooper (1996) found that pharmacists experienced high levels of stress at work, especially from factors intrinsic to their jobs and their management roles (Rothman & Malan, 2007).