Chapter 2.  RELEVANT LITERATURE REVIEW

2.1 INTRODUCTION
Review of related literature and studies is an important step in research work. It refers to the published work related to the project taken up by the researcher. It helps to bridge the gap between what is done and what can be done? It helps the researcher to develop a better understanding about his project. It also helps to avoid duplicating research. It helps the researcher to show his ability to understand and analyse the work done related to his project. Review of related literature is a gate to the research. It involves collection and reading of those journals or studies that are relevant to the researcher’s project. This chapter presents the related literature and studies both from India and abroad. The Information provided here helps in familiarizing the information that are relevant to the present study.

2.2 RELATED LITERATURE REVIEW ON ORGANIZATIONAL CLIMATE FROM ABROAD
Ryammar in his study on “The creative climate: Its determinants and effects at a Swedish University” (1996) where in 130 teachers were given questionnaires to collect the data on the social climate, to analyse various determinants of the climate and the achievement of the different departments. The study reveals the important fact that the climate of the organization has a very strong influence on the creative outcome. The available resources also make a difference in the creative contribution of the staff. The leadership style and the culture do influence the creative aspect of the organization.

“The sources of bullying – psychological work environment and organizational climate” (1996) the study focuses to Study the risks which are related to bullying in the working environment and the organizational climate. It also aims to find out the role of the individuals and their characteristics who become the victims of bullying. 949 municipal employees were investigated through a mailed questionnaire and 10.1% felt that they
were bullied. The features of bullying include poor flow of information, authoritative style
of resolving various issues, less mutual conversations about the work to be informed or
the task to be achieved. These features promote bullying. The victims and the
observers find that it happens because of the deficiencies at the work place. The victims
experienced envy, weak superiors, competition for advancement and tough competition
and the competition for getting the favour from the superior.

Yoram Mitki, A.B Shani and Zvi Meiri in their study titled “Organisational Learning
Mechanisms and continuous Improvement: A Longitudinal Study [1997] reveal that the
structure of the organisation is an obstacle in the continuous improvement. A shift is
required in the structure from individual based learning to the system based learning for
the constant improvement in the organization’s performance.

Stathakopoulos In his study titled “Effects of Performance Appraisal Systems on
Marketing Managers” (1997) has examined the effects of the system of performance
followed and its impact on the employees. The effect of the performance system on the
psychological and the behavioural responses of the marketing managers were studied.
The result of the study suggests that the comments given to the marketing managers
were never ignored by them. They took each and every comment given to them. The
study reveals that the comments given to the managers were proved to be very helpful.
It helped them to improve their performance. This further resulted in enhancing the
performance of the organization.

“Knowledge sharing in context: the influence of organizational climate and CMC use on
knowledge sharing” by Bart van den Hooff and Jan A. de Ridder (1997) have
determined the factors which enhance the sharing of knowledge within the groups and
the various constituents of the organization. The study has focused on three important
things – organizational commitment, organizational communication and the computer –
mediated communication. There are two processes of knowledge sharing donating and
collecting the knowledge. The results of the hypothesis testing suggest that commitment
to the organization positively impacts knowledge donationg and in return positively
impacted by the computer – mediated communication. The communication climate is a key variable, if the communication is constructive it would result in positive impact on the knowledge donating. It was also observed that if a person collects more information then it would also result into more knowledge donating.

Stella G Kavali, Nikolaos X, Tzokas and Michael J Saren [1999] in their article titled “Relationship Marketing as an ethical approach: Philosophical and Managerial considerations” focus on the fact that relationship marketing is very important nowadays. The study broadens the understanding of ethical behavior in the organization. Although ethics are important in relationship marketing but in practice there is a gap between the two. Relationship marketing philosophy would generate ethical decisions in an organization.

“School Disorder: The Influence of Individuals, Institutional and Community factors” by Wayne N Welsh and others, (1999) examined the relative influence of individual, institutional and community factors on misconduct in Philadelphia middle schools. The data was collected from census, police department and 11 schools. The findings show that bad communities typically produce bad children or bad schools are unwarranted.

“A mediational model of sense of coherence in the work context: a one year follow up study.” (2000) by Feldt, T., Kinnunen, U. and Mauno S with an aim to test a mediational model to explain the psychological work environment’s effects which include job insecurity, influence at work, the climate of the organization and the leadership relations on the well-being of all and on the occupational well-being in a one year follow up study. The data was collected from 219 employees during 1995-96. The result of the study shows that a healthy organizational climate and the low job insecurity is related to strong organization coherence which in turn results into high level of general well-being and the occupational well-being. The study shows that a healthy organizational climate can enhance a strong organizational coherence. A positive change in the leadership style can further result into strong organization coherence.
Tammy D. Allen (2001) in the article “Family supportive work environments: the role of organizational perceptions” discusses about the perceptions of the employees regarding the organization’s family supportive plans. The overall work environment.

Ale Smidts and others in their study “The impact of employee communication and perceived external prestige on organizational identification” (2001) have measured the employees’ organizational identification in three organizations. The result of the study shows that employee communication augments perceived external prestige and it helps to explain the identity of the organization. Communication climate plays an important role to identify the organization. The relative influence of the communication of employees and the perception of the organization’ identity, its prestige.

Carl F. Frey and Paul W. Beamish in their research on “Organizational climate similarity and Performance: International Joint Ventures in Russia” (2001) study about the organizational climate dissimilarities between the holding and the subsidiary companies and how these differences affect the performance of their collaborations. Data was collected through the interviews. The respondents were the general managers, top level managers of both the companies. The result shows that if the organization wants to be successful in joint ventures then it is very important to see to it that it collaborates with such an organization that has similar organizational climate. It is important that the similar climate in the joint venture organization is created for better performance of the employees and better results.

“An organizational climate regarding ethics: the outcome of leader values and the practices that reflect them” by Marcus W. Dickson and others (2001) in the article argue that organizational climate regarding ethics depends upon the individuals perceptions, the values of the founder leaders and the objectives of the organization. The ethical climate does have an impact on the outcomes of the organization. The ethical climate occurs through mediating mechanisms of organizational cohesion and the morale.

In another article by Sean P. Clark and others titled “Effects of hospital staffing and organizational climate on needle stick injuries to nurses.” (2002) The objective of the
A study was conducted to determine the influence of nurse staffing and nursing organization on the likelihood of needle stick injuries in hospital nurses. The data was collected on 40 units in 20 hospitals. The results show that nurses from units with low staffing and poor organizational climate were generally twice as likely as nurses in well-staffed and better-organized units to report risk factors needle stick injuries and near misses. Staffing needle stick injuries. Handling problems with proper understanding, inadequate administrative support, and poor morale can reduce needle stick incidents.

Michael C.G. Davidson, in his study on “Does organizational climate add to service quality in hotels?” (2003), examined the organizational climate and organizational culture within the hotel industry. The study says that there is a casual link between the organizational climate and the level of the service of quality. Good service in the industry is the result of a good organizational climate. The study reveals that there is a strong link between the organizational climate and the quality of the service. The service provided is better if the organizational climate is good. The good organizational climate does enhance the performance of the organization.

Kouzes and Posner in their study on “The Leadership Challenge” (2003) have said that mostly people do not take up leadership as if you are a caring leader. People start relating you in a different manner. A strong leader must be self-confident and should be able to listen, consult, and involve actively in all the activities. He should be able to explain well why and how the things should be done to his subordinates so that the desired goals can be achieved. They should be able to develop healthy relationships with their peers in the organization in order to create a healthy climate.

Francisco Javier Llorens Montes and others in their study titled “Assessing the organizational climate and contractual relationship for perceptions of support for innovation” (2004) aim to identify the relationship between the organizational climate and the perceptions of support for innovation keeping in account the type of labor contract the employees have. The data was collected through observation of the employees in 80 offices of a Spanish financial company. The study reveals the climate of an organization is characterized by the support, cohesion, and intrinsic recognition,
support for innovation and it is also found that there are differences in the dimensions of climate that favour the perceptions of support for innovations depends upon the kind of relationship the employees have with the organization.

“Relationships between Measures of Leadership and School Climate” (2005) by Kelley Robert C compared the relationship between selected dimensions of leadership and measures of school climate. 31 Elementary schools principals’ perceptions of their leadership styles were compared with teachers’ perceptions of their principals’ leadership styles. The result reveals that teachers’ perceptions of their principals’ effectiveness are related to school climate. Thus the school climate is directly linked to teachers’ perceptions of a principal’s effectiveness.

“Climate or Culture? A Plea for Conceptual Clarity in School Effectiveness Research” by Mieke Van Hautte (2005) focused on the fact that whether the culture and climate are interchangeable concepts in school effectiveness. Both are compared by describing them thoroughly and reviewing their main advantages and disadvantages. It is argued that both are different. In order to examine a school’s cognitive structure, culture is given more importance. Climate encompassing culture should be reserved for viewing the school as a whole.

“Behavioral Intention Formation in Knowledge Sharing: Examining the Roles of Extrinsic Motivators, Social-Psychological Forces, and Organizational Climate” by Gee-WooBock and others (2005). According to this study the transformation of an individual’s knowledge does not take easily even if there is implementation of knowledge respiratories. The intention of the individuals is to stock the knowledge. The purpose of the study was to find out the causes because of the individuals tend to hoard the knowledge instead of sharing it. The study reveals that the extrinsic motivators, socio psychological factors and the climate of the organization are the forces which impact the knowledge sharing behaviour of the individuals. The data in the present study was collected from the 154 managers from 27 organizations in Korea. The result shows that the attitude of the individuals in respect of knowledge sharing is
influenced by the climate of the organization. Further the reciprocal relationships between the people also affect the knowledge sharing attitude of the people.

De Nisi and Pritchard in their study “Improving Individual Performance: A Motivational Framework” (2006) have also said that performance of the organization depends upon the kind of policies that are followed by the organization. The fair policies, proper performance appraisal systems, effective management. The employees should be aware of the overall goals of the organization. Feedback given in the performance appraisal to the employees should include the predetermined goals of the organization, the need of improvement and the areas where the improvement is needed. They should also be informed about how to improve the performance.

In another article titled “HR practices, organizational climate and employee outcomes: evaluating social exchange relationships in local government” (2007) aimed to carry out a study on the UK local government workers wherein the assessment on the impact of the social and negative exchanges on the attitudes and behaviour related to work is made. The HR practices and organizational climate were assessed on the basis of the social exchange. The negative exchanges included non-supportive management practices and the unfair treatment. The result of the study shows that the positive exchanges results in enhancing the workers’ attitude and their behaviour where as the negative exchanges resulted into high stress level related to the work, less motivation and also intention to leave. The exchange practices also revealed that the organizational morale had a strong impact on the the behaviou of the workers, attitude of the workers, involvement of the employees, team work, faith in management etc have significant effects on the motivation of employees.

Another article by Zuzana and Imberova (2007) titled “Factors of organizational climate influencing learning in companies” presents the outcomes of learning in companies as a life long learning. Organizational climate and culture affect learning in companies. The research paper focuses on the organizational climate and culture and suggests that
there are various factors of organizational climate and culture that have impact on learning and training in the companies.

Robbert.J.Riggle in his research on “The impact of organizational climate variables of perceived organizational support, workplace isolation and ethical climate on sales person psychological and behavioural work outcomes” (2007) has focused on the organizational climate variables and their direct impact on the sales persons’ psychological and behavioural outcomes and further how organizational climate impacts it. The findings suggest that organizational climate variables such as organizational support, ethical climate, trust etc do have a positive impact on the employees.

Abu-Doleh and Weir in their study “Dimensions of Performance Appraisal Systems in Jordanian Private and Public Organizations” (2007) have found out the attitude of the managers working in the Jordanian private and public organizations about the performance and the implementation and the planning of the performance appraisal systems. The study has identified that the impact of the performance appraisal system have little impact on the four areas namely between individuals comparisons, within individuals comparisons, systems maintenance and documentations. It was also found out that in private organizations the performance appraisal systems had a powerful impact on the promotion, retention, termination and the training needs of the individuals, transfer and the assignments.

Liew Chai Hong and Sharan Kaur in their study “A relationship between organizational climate, employee psychology and intention to leave” (2008) aim to examine the relationship between organizational climate, employee psychology and their intention to leave an organization. The dimensions such as structure, responsibility, rewards and support. The results reveal that organizational climate has a significant association with employees’ intention to leave.

Christopher.P. Parker and others in their article “Relationships between psychological perceptions and work outcomes: A meta-analytic review” study the relationship between
individual level climate perceptions and the work outcomes like attitude, psychological well being, motivation and performance. The findings show that psychological climate does have significant relationships with the individual performance. Work environment impacts the motivation level and performance of the employees.

Jonathan Cohen and others in their study titled “School climate: Research policy, Practice and Teacher Education” (2009) examined the relationship between the school climate related research findings on one hand and education policy, school improvement practice and teacher education on the other hand. The result reveals that a positive school climate is associated with and predictive of academic achievement, school success, effective violence prevention, students’ healthy development and teacher retention.

In a study by Petchsawanga and Duchon On “Workplace Spirituality, Meditation and Work Performance” (2009) reflects the various values of the organization and the connection of the employees with the goals of the organization and the conscience of the organization which collectively reveals the extent to which the employees principles are associated with that of the principles of the organization for which they are working.

In the article “The impact of Organizational climate and implementation strategy at the introduction of a new working, tool in primary health care” by Carlfjord S and others (2010) the factors that predict receptivity for new ideas and creativity have been identified. Difference in the organizational climate in the units of the organization was observed .Organizational climate varies within the organization. The study indicates that if the managers are good the organizational climate will be good and hence the new ideas will be accepted.

“Leadership Style: Choosing the Right Style for the Situation” (2012) by Manktelow says that the leaders who are task oriented always focus on the task to be accomplished in order to meet the goals of the organization. They believe in solving the problems that
may come in the process of completing the target step by step. They see to it that the deadlines are met on time and the results and the targets are achieved.

Nafei and others in their study “Leadership Styles and Organizational Learning an Empirical Study on Saudi Banks in A1 Taif Governorate Kingdom of Saudi Arabia”(2012) say that as the organizations keep improving and developing the role of the leaders also becomes more demanding and challenging. Leaders need to be more visionary and influential only then they will be able to develop good teams in the organizations. Only the good and effective leaders can develop teams who have high level of job satisfaction with good performance. Commitment on the part of the employees is very important for the survival and growth of the organization.

“Leadership behaviour and organizational climate: An empirical study in a non profit organization” by Joseph.B (2012) aimed to examine the relationship between task oriented leadership behaviours and organizational climate dimensions structure, responsibility and identity and to study the relation oriented leadership and organizational climate dimensions such as rewards, warmth and conflicts. The study reveals that relation oriented leadership behaviours have a positive and significant relationship with the organizational climate dimensions rewards and warmth. The study also reveals that task oriented leadership behaviours have a positive and significant relationships with the warmth organizational climate.

Benjamin Schneider in “Organizational climate and Culture” (2013) discusses about the two important aspects of an organization that are organizational climate and the organizational culture. It also focuses on the various types of leadership that affect the climate of an organization.

In another article titled “Organizational climate and hospital infection preventionist” Shanelle Nelson (2013) suggests that the infections associated with health care continue to be an important patient safety problem. The perception of the nurses about the organizational climate in hospitals has impacted the patient outcomes. The aim of the study was to know the issues of Health care Associated Infections (HAI) in acute care
hospitals and how the organizational climate can improve the clinics performance resulting into decrease of Health care Associated Infections. The staff feels the organizational climate is more positive where the HAI is less and vice-versa.

Roch G and others in their article “Organizational climate and nurses caring practices: A mixed methods study” (2014) The study suggests that the organizational climate in health care has an impact on the patient outcomes, the impact of this is not properly understood in case nursing care delivery. The results of the study reveal that caring practices are impacted by the organizational climate dimensions with patients and nurses characteristics.

In the article titled “The experience structure of organizational climate in universities and the development of its measurement: Based on Chinese context.” By Xiaofu Pan, Yuangt Song (2014) on the basis of the researches conducted on the educational practises on school organizational climate at home and abroad the organizational climate, factors were conceived which are administrative climate, teaching climate, learning climate and interpersonal climate with a total of 16 sub – factors. The result of the study shows that the scale of organizational climate in university has good reliability and construct validity.

2.3 RELATED LITERATURE REVIEW ON ORGANIZATIONAL CLIMATE FROM INDIA

Khandekar and Sharma in their study “Organizational Learning in Indian Organizations: A Strategic HRM Perspective” (2005) have shown a relationship between the human resource capability and the performance of the organization. They focused on the fact that in today’s competitive world the capabilities of the employees need to be enhanced. There should be proper human resource planning, performance measures, training and development, rewards and career planning as it would enhance the capabilities of the human resource. The results suggest that it is important for the organization to invest in the human resource that is the investment in human resource planning and its development as it would have a positive impact on the employees and further it would result into the better performance of the organization.
Manivannan and others in their study “Managing Stress among the Employees” have found out that the level of the stress is at all the levels of the organizations. They investigated the causes of stress. The result reveals that it is not the over all work that is the main cause of stress. The main cause of the stress is the gap in the communication. If the communication in the hierarchy is not proper that is if there is any kind of gaps, it results into stress at the work place. Thus in order to reduce the stress level and to improve the climate in the organization, it is important to ensure that there is a proper line of communication for the smooth functioning of the organization.

An article by Kaushik Kundu [2007] published in Vidyasagar University of journal of communication reveals that organizational and psychological climate have a very strong influence on the individuals in terms of his job performance, work attitude etc. Centre for Social and Emotional Education School Climate [2010] stated that a sustainable positive school climate fosters youth development and learning necessary for a productive contribution and satisfying life in a democratic society.

In another study “Gender Difference in Stress Among Bank Officers of Private and Public Sectors” (2009) by Christo F.V Fernandes and others tried to find out the level of stress among the long and the short tenure groups in the private and public sector banks in Goa. The study suggested that there was a significant difference in the long, medium and short term tenure groups. The stress level for the long term tenure group was the minimum where as the medium tenure level people had the medium level of stress and the short term people had the maximum stress. This points out that the there is a negative relationship between the length of the service and the stress level. If the people are more stable in the organization the level of stress will be less and vice-versa.

N. Kathirval in his study “A Study on Stress among Employees Working in BPO with Special Reference to Coimbatore” (2009) says that the level of the stress among the employees working in the BPO has increased. The causes of increase in the stress level were the monotonous nature of the job and the jobs are not easy at the IT sectors. For the betterment of the workers and the proper functioning of the organization it is
important to reduce the stress level of the employees. To reduce the stress level of the employees there should be proper counseling sessions, recreational facilities and the relaxation activities for the employees.

“Comparative Study Of Organizational Role Stress Among Technical and Non-technical Teachers” By Sandhya Mehta and Sandeep Kaur (2009) says that there is tremendous stress level among the technical and non technical teachers, however the stress level for the technical teachers is higher than the non-technical teachers. The causes of such higher level stress are that the teachers are overloaded with the work, the expectations from them are very high than the non technical teachers.

A.P Singh and Sadhana Singh in their study “Effects of Stress and Work Culture on Job Satisfaction” (2009) have studied the various effects of stress and the work culture on the job satisfaction of the employees. The positivity in the organization reduces the stress level and the increases the level of job satisfaction. The study reveals that the positive factors such as promotion opportunities, job advancement, Education and training facilities were responsible for the higher level of job satisfaction and the better performance of the employees.

Commander N. K Natarajan and Dr Dinesh Nagar in their study on “Personal values as Predictors of Perceived Organizational Values- Implications for Recruiters” (2011) say that both the employees and the organization share values, it is a very fundamental feature. When a person is very honest and works in an organization which says that the work should be done at all possible cost will not be comfortable in such an organization. If an employee gives more importance to harmony then he perceives that the organizational climate should be such where harmony can be promoted. If a person gives more weightage to humanity then he perceives the organizational climate promoting the same. Thus depending upon these perceptions of the organization climate the employees have commitment towards their jobs.

George Rodrigues and Purshothama Gowda (2011) in their study titled “A study of organizational climate in professional college libraries and information centres in
Manglore city have made an attempt to find out the difference among the type of professional college libraries in respect of their organizational climate and the factors of organizational climate that help to create better climate and job satisfaction. The factors like job security, performance evaluation, guidance, appointments and promotions play a positive role and job satisfaction and responsibility and decision making play a negative role. Better facilities, rewards, better relations etc increase the level of job satisfaction which further results into better organizational climate.

“Organizational climate and managerial effectiveness: An Indian perspective” by Umesh Kumar and others (2011) indicate that the various organizational climate dimensions such as organizational process, role clarity, communication, result-reward relationship and interpersonal relationships play a significant role to increase the managerial effectiveness.

Gitali Choudhary (2011) in her study “The dynamics of organizational climate: An Exploration” says that organizational climate has a very strong impact on the performance of people. Organizational climate generally depends upon the kind of attitude of the employees which they have towards the organization. Study discusses about the various dynamics of organizational climate, how organizational climate is affected by the various constituents of the organization. The study also reveals that a healthy atmosphere for the smooth functioning of the organization is required.

Upadhyay in his study titled “Shrink wrapped Souls: Managing the self in India’s New Economy” says that work environment in the IT Companies is dehumanized and the employees working here are much confused and troubled. The study also reveals that there is a friction between the IT professionals and the managers in respect of the work. The managers also blame the IT professionals for the working methods that they bring at the work place. The IT professionals blame that the managers remain hierarchical in their approach and do not follow the matrix culture at the work place.
I. Maria Jesili in her study on “Industrial Disputes, Causes and Settlement: An Indian Perspective” (2012) says that the disagreement between the employer and the employees often lead to the disputes in the organization. This results in to unhealthy relationship between them which is not good for any organization. There should be cooperation between the two for the smooth functioning of the organization. The disputes arise when the employees are not given what they expect i.e higher wages, good working conditions, scope for career opportunities etc. The present study analyses the causes of disputes from both the perspectives i.e from employer and the employees. The result reveals that there are number of disputes between the employer and the employees which result into lock outs strikes etc. The most important factor that leads to disputes is the inter–union rivalry. It is suggested that the best mode of settling the disputes is ‘Mutual negotiations’.

“Organizational Culture As A Predictor Of Industrial Relations: A Study Of Indian Industries” (2012) By Premashish Roy says that it is important that there is industrial peace for the smooth conduct of the activities in the organization. Industrial peace cannot be replaced with any other thing if the organization has to function effectively. The study makes an attempt to see whether organizational culture is a predictor of the industrial relations and inspite of the existing organizational culture the industrial relations can be enhanced by working in certain dimensions of the organizational culture.

The findings reveal that the organizational culture has a strong impact on the industrial relations. The culture of the organization depends upon the its plans and policies, the various practices which are followed. The determinants of the industrial relations are highly organization specific. The study reveals that the industrial relations are influenced by the organizational culture.

must if an organization wants the gifted employees. It helps the employees to achieve the organizational and the personal goals. A healthy work environment is not only essential for a better physical, mental and emotional health but also essential for the achievement of the organizational goals.

The findings reveal that in the present era it is the employer that needs employees and not the employees need the employer. The good management policies help to motivate the employees to give their best to the organization. The work environment should be such where the employees enjoy what they do, where they feel that they have a purpose and should feel pride in working for their organization.

B.Purohit and A.Wadhwa in their study “Organizational climate from view point of motivation in district hospital, India” assessed organizational climate from the view point of motivation in a district hospital in India and found that the organizational climate in the district hospital is perceived to be dominated by the need to dependency followed by the need to control. According to the literature both the need/ climates are dysfunctional and significantly correlated with role stress. The scores indicate that there is a bureaucratic control by high authorities and communication is top down and one way. Also subordinates submit to supervisors and do not take initiatives and for small decisions as they depend on the approval from their seniors. Communication channels are also often controlled by the higher authorities. It is recommended that the subordinates should be given more responsibility and autonomy that will allow them to take decisions within their own sphere of work thereby increasing accountability. The climate can be improved by giving more responsibility to the employees by setting more challenging goals.

G Karthik and G Ravindran [2013] in their study on Organizational Climate with reference to Winsun Garments, Tirupur District emphasize that today's business operate in a very competitive climate and the organization can survive only when there is employees' involvement for which there should be a healthy organizational climate.
V. Kubendaran and others [2013] in their article published in Indian Journal of Economics and Development have said that a suitable working climate fosters the sincerity of workers. Employees’ positive perception towards organizational climate is necessary. The organizational climate should be conducive for both employer as well as the employees. In the article Foster loyalty, transparency, innovation for a better work place.

Another article titled “Revisiting organizational climate: Conceptualization, Interpretation and Application” by Dr. Umesh Kumar Bamel and others (2013) suggests that climate is a means through which the managers can influence the employees’ behaviour. It affects the attitude and the performance of the employees. A healthy climate can bring about the desired change in the employees behaviour.

Silvie Jain and V. K Jain in their study on “Some Correlates of the HRD Climate: A Case Study of a Pharmaceutical Company” say that the employees who are dynamic develop dynamic organizations and effective people help to develop effective organizations. Therefore it is important for all types of organizations to develop its human resource so that the predetermined organizational goals can be achieved. The present study was conducted to examine the correlation between the HRD climate variables of a pharmaceutical company. The result shows that there was supportive HRD climate in the organization because of the policies such as performance appraisal, job rotation, openness, cordial relations between the superiors and their subordinates, trust among employees etc.

In another study by George A.P and Joji Alex N. titled “Impact of Workplace Spirituality on Corporate Financial Performance” (2013) examines the perception of the employees in respect of spirituality at the workplace and its impact on the financial performance of the organization. The result of the study suggests that there is a very weak positive correlation between the workplace spirituality and the corporate financial performance. The findings suggest that transcendence, values of the organization, individual and the organization are the important sub dimensions of the workplace spirituality that has an
effect on the financial performance of the organization. The other factors such as age, gender, work experience on the workplace spirituality were also examined with the gender difference making no impact on the performance. Further it was suggested that the age and the work experience have no effect on the workplace spirituality. The organizations need to take up various other activities to develop a desired connectivity between the workplace spirituality and the corporate financial performance.

Further in a study by D. B Poorna and P. Anandraj titled “An Analysis of Stress Among the Women Mill Workers In Dindigul District of Tamil Nadu” (2012) say that the it is important to change the attitude towards the women in the social process and its essential to initiate and motivate the women employees to build up human resource. The scenario today has changed, earlier it was man who had to earn for the family but now woman also plays an important role in earning for the family. The working women have both the responsibilities that are they have responsibilities at the workplace as well as at home. Thus there is a lot of mental pressure on the women which results into physical as well as the psychological problems for them. Women have lot of responsibilities due to which they find shortage of time to perform all their duties. In the spinning mills most of the workers are women. The work environment of the mills causes a lot of stress to the women because of the long working hours, unhealthy working conditions, ill-health, mental and physical sickness which results in fatigue, stress, auditory damage, breathing problems etc. Present study was conducted to examine the factors that cause stress and to suggest the measures to overcome it. The result of the present studies the inadequate facilities at the workplace were causing the various problems such as stress as well as the physical health. The workers felt that they were not properly rewarded and their work is not properly recognised, the working conditions provided to them were also not healthy. Their standard of living is also very low. Proper raise in the salary is required to upgrade their standard of living. It would help them to overcome their debts and they can save a part of it for the future contingencies.

“A Comparative Study of Leadership Factors Affecting Public and Private Sector Banks in India: An Employees Perspective” by Hirapunyatirtha Swain and Sunita Mohapatra
(2012) in the present study say that in today’s competitive world where the business environment is ever changing the motivation of the employees is the key factor for the effectiveness of the organization. There are many factors which motivate the employees but one of the key factors is the leadership style at every level. The study examines the leadership styles as perceived by the employees of the private and public sector banks. The results reveal that the employees of the public sector banks perceived their leaders as rule based task oriented and committed with the centralized authority, whereas the employees of the private sector banks perceived their leaders as integrated higher- task performing and rule based-submissive –authoritarian. The results also reveal that the employees of the public sector banks perceived their leaders as more nurturing, autocratic and bureaucratic whereas the employees of the private sector banks perceived their leaders to be more task-oriented and participative by nature. The results say that very few organizations allow the human resource of the organization to be participative. It has become very important nowadays to hire the talented people and give them benefits which they deserve. The actions of the leaders bring future glory, difficulty, or conflict for a person or for the organization as a whole. Thus the functioning style of the managers should be healthy.

Dr Harish Shukla and Aditi Pareta in their study “A study of Organizational Climate perceived by the employees of Co-operative dairy”. The study reveals that the success of an organization totally depends on the efficiency of its employees. Similarly healthy organizational climate results into the success and the growth of the employees. The organizational climate affects the overall performance of the employees. The study attempts to find out the type of organizational climate presently prevailing in Indore Sahkari Dugdh Sangh. The results reveal that there is a significant difference in the perception of organizational climate by male employees and female employees. The male employees feel that the organizational climate is better whereas the females don’t perceive in the same way because of the high expectation psychology. The lower level employees perceive the climate in a better way than the higher level employees. It is an interesting finding as they don’t get better benefits, salary etc.
Apeksha Kaushik in Times of India dated Feb21, 2014 says that a good organizational climate would result into less complaints, team work and high productivity. There must exist mutual understanding, trust between management and workers to create a healthy work environment.

Awang Izzat Fikri Bin and others in the article “organizational climate as the predictor of organizational commitment: evidence from the university of selangar” where the objective of the study was to examine the relationship between organizational climate and organizational commitment, the result shows that improvement in the organizational climate would enhance the organizational commitment. Information and communication should be improved to enhance the commitment of the employees towards the organization.

Md.Khaja Moinuddin Farokhi and Dr T.N. Murthy (2014) in the study “ factors influencing organizational climate” suggest that climate is an important part to be studied about an organization as it helps to know about the various dimensions of organizational climate such as communication, co-operation, creativity, job satisfaction, morale etc. These are important factors that help to enhance the effectiveness of organization. The findings suggest that the managers and employees influence the climate of the organization. Organizational climate depends upon the job satisfaction, motivation, training and leadership qualities.

Vandana .R.and A. Chandra Mohan in their article “Conceptual framework of organizational climate (studies about an important element organizational climate that comprises of 2014) various norms, values, policies etc which have an important impact on the outcomes or the performance of the employees”.Creating a healthy organizational climate is important as it affects the perception of employees about the organization. The performance of the employees is good in those organizations where they are valued and respected. The study reveals the fact that the success of an organization depends upon the organizational behaviour which is depended upon the behaviour of employees and behaviour of employees is affected by the climate of the organization.
In the article titled “Organizational climate strength and work engagement” (2014) The aim of Richa Chaudhary and others was to find out the role of human resource development climate quality and climate strength to determine the work engagement. The data was collected from 375 employees of different organizations. The findings reveal that climate quality relates significantly with work engagement however climate strength did not show any such relations. People have positive perceptions’ of development climate is more beneficial for the organization in terms of work engagement.

Pathak.R.D and others in their article titled “Managerial effectiveness as related to organizational climate and leadership effectiveness among bank employees in India” suggest on the basis of the data collected from 196 branch managers of public sector banks that an effective leader may not be a good manager but a good manager could be a good leader.

The study titled “Factors influencing organizational climate” (2014) by Md. Khaja Moinuddin Farokhi and Dr. T.N.Murty suggest that it is very important to have insight into the various dimensions of organizational climate such as communication, co-operation, creativity, employee satisfaction and morale etc. All these factors play a very important in enhancing the efficiency of the organization. The organization is effective if there is proper communication, spirit of co-operation etc. The perceptions of the employees affect their involvement and commitment. The climate of an organization depends upon the job satisfaction, co-operation, proper communication, good leadership qualities etc. If climate is good the employees feel proud to be a part of such an organizations.

2.4 RELATED LITERATURE REVIEW ON JOB SATISFACTION FROM ABROAD

Barbara .C Llardi and others in their study “Employee and supervisor ratings of motivation: Main effects and discrepancies associated with job satisfaction and
adjustment in factory setting” (1993) say that various researches and theories on Job satisfaction focus on the intrinsic and extrinsic motivational factors. According to Self determination theory (Deci and Ryan 1985) three psychological needs such as autonomy, relatedness and competence if fulfilled lead to greater job satisfaction, performance and well being. The study focuses on employee and supervisor perceptions of these psychological needs and the degree and direction of discrepancies between their reports. Both employee and supervisor ratings of intrinsic motivational factors were significantly related to job satisfaction, psychological health, self esteem etc. Result of discrepancy was supportive of over rating being associated with greater well being and job satisfaction.

“Job satisfaction in educational organizations: A synthesis of research findings” by David P. Thompson and others (1997), the study focuses on the various findings on job satisfaction. It suggests that 330 distinct job satisfaction research hypotheses and 613 relational effect sizes. Meta - Analyses were performed for 6 of the 330 research hypotheses. The largest mean effect sizes revealed that relationships between job satisfaction and role ambiguity and role conflict.

“Job satisfaction and dissatisfaction in higher education” by Titus Oshagbemi (1997), the study focuses on the fact that although various studies have been conducted where job satisfaction and dissatisfaction in various organizations have been discussed but very few explain about the job satisfaction and dissatisfaction. In the present study it is revealed that teaching and research related activities contribute to job satisfaction and dissatisfaction of the university teachers. The study also suggests that the various other dimensions of the workers such as relative job security and changes in the university funding mechanism affect the job satisfaction and dissatisfaction respectively.

In another article by Ernst Kossek and others (1997) titled “Work- family conflict policies and the job –life satisfaction relationship: A review and directions for organizational behaviour human resources research”. The study examines the relationship between work –family conflict, policies and job satisfaction and life satisfaction. The result shows that there is a consistent negative relationship exists in all forms of work – family
conflicts and job and life satisfaction. The relationship was less strong in family to work conflict. The relationship between job- life satisfaction and work to family conflict was stronger for women than man.

Organ.D.W in his study “Organizational Citizenship Behavior: Its construct and Cleanup Time” (1997) says that the employees'satisfaction and dissatisfaction does have an impact on the performance of the organization. The employees who are satisfied with their jobs have more positivity and good attitude towards their work. It also results in good behaviour of the employees which further results into better performance of the organization.

In a Journal of organizational behaviour (1998) “Explaining nursing turn over intent: Job satisfaction, pay satisfaction or organizational commitment?” There are various models which are developed to explain the nurses’ turn over behaviour. The turn over behaviour is influenced by various factors such as attitude, decision making and behaviour. The purpose of the study was to find out the impact of pay policies on the turn over intentions of the nurses. The results show that job satisfaction has only an indirect influence on the intention to quit the job, the organizational commitment has a stronger impact on the turn over intentions. Pay satisfaction is much more important as it has both direct and indirect impact on turn over intentions.

“Influences of Workplace Conditions on Teachers' Job Satisfaction” by Xin Ma and Robert B.Macillan (1999) aim to study the how the conditions at the work place influence the level of job satisfaction. The data was colected from 2202 teachers of elementary schools. The result of the study shows that the female teachers were more satisfied with their profession than the male teachers. The study shows that who stayed in the profession for a longer period were less satisfied. The level of satisfaction was more impacted by the working conditions at the work place. Good working conditions positively impacted the job satisfaction. Among the various factors that impacted the level of job satisfaction the most important were administration control, teaching competence and the culture of the organization.
In another study on “Gender differences in job satisfaction of university teachers” by Titus Oshagbemi (2000) suggests that the role of woman in the various workplaces is increasing which has resulted into a considerable interest to study the relationship between gender and job satisfaction. The study aims to study the effects of gender on job satisfaction of U.K academics. The result suggests that the gender does not have any direct effect on the job satisfaction of university teachers. Overall females at the higher ranks were more satisfied with their jobs than the males.

“Personal characteristics and job satisfaction of Greek teachers” by Athanasios D. Koustelios aims to examine the level of job satisfaction that is experienced by a sample of Greek teachers and also to study the relationship between the personal characteristics and specific aspects of job satisfaction. The sample of the study considered 354 teachers aged between 28-59 years from 40 State schools. The findings show that the teachers were satisfied with their jobs and supervisors but not with the salary and promotional opportunities. Certain personal characteristics such as gender and age were important factors to impact the different aspects of job satisfaction.

“Job Satisfaction of Secondary School Teachers” by Alf Crossman and Penelope Harris in their study has said that the most important cause in the current teaching crisis is the low job satisfaction. The article has examined the job satisfaction among the secondary school teachers. The different types of school have shown significant differences in the overall job satisfaction of the teachers. The findings also show that the teachers who are employed in the independent private schools have a higher level of job satisfaction in compare to those who worked in the foundation schools.

In a study titled “A descriptive study of job satisfaction and its relationship with group cohesion” By Mark G. Resheske (2001) which was conducted on to find out Job satisfaction among full time employees of the college of Human development at Wisconsin University. 36 faculty members participated in it. The results of the study
indicate that the faculty members were satisfied with their current employment. The study reveals that group cohesion does play a role in overall job satisfaction. There is a significant relationship between group cohesion and job satisfaction.

Athanasios D. Koustelios in her study on “Personal characteristics and job satisfaction of greek teachers” (2001) examined the level of job satisfaction which a sample of Greek teachers experienced. It was also examined in the study the relationship between the personal characteristics and certain aspects of job satisfaction. The data was collected from 354 teachers between the age of 28-59 years from 40 state schools. The result of the study suggests that the teachers were satisfied with their jobs and the kind of supervisors they had however they were not satisfied with their salary and the promotional opportunities. The result of the study also indicate that certain personal characteristics such as gender and age etc significantly predict the different aspects of the job satisfaction.

Smucker and others in their study on “An Investigation of Job Satisfaction and Female Sports Journalists” (2003) found out the level of job satisfaction of the female employees working with daily newspapers. The result of the study shows that the employees were satisfied with their pay, supervision and their co-workers. However they were not satisfied with the opportunities provided for the promotion.

In another study by Michalinos Zembylas and Elena Papanastasiou titled “Job satisfaction among school teachers in Cyprus” (2004) focuses on the level of job satisfaction of the teachers. It is an important factor in determining the overall satisfaction. The study suggests that not only in the developed countries such studies are to undertaken but also it is important in the developing countries. The study focuses on the level of motivation of teachers and the job satisfaction of teachers in Cyprus- a small developing country in the Eastern Mediterranean. The findings of the study show that the teachers took up the teaching profession because of the salary, the working hours, and the holidays associated with the teaching profession. These are factors that influence the level of job satisfaction.
In an article titled “Employee Attitudes and Job Satisfaction” Lise M. Saari and Timothy A. Judge (2004) have found out that how the attitude of the employees are related with the level of job satisfaction. The employees’ attitude can influence the performance of the organization.

In another report by Tiffany Hsu titled “Job satisfaction sliding” survey finds (2004) It says that people who have jobs are lucky but only if you like it. Only 45% of employees are happy in their positions. This is the lowest level in 22 years, according to a survey by a Conference Board. The extra work load affects the level of job satisfaction.

“Good friends good work” by Blanca Torres in the article appeared in Baltimore newspaper (October 12, 2005) is said that if the employees eat and play together, they become just more than the co-workers. It is good if they know each other to improve their relationship. They would cooperate with each other and work as a team.

Farrel in his study “Factors influencing Job satisfaction among Hospice Nurses working for the Non profit Hospice Organizations in California” (2006) has examined the various factors impacting the job satisfaction such as sociological, psychological, and physiological and the economical factors. The study was focused mainly on the job satisfaction of the nurses. The study reveals that the nurses had the highest level of satisfaction as the supervisors supported them a lot in their work.

Brinda Kingdon In her study “Prioperative Nurses” perceptions of stress in the work place.(2006) has explored that nurses faced stressful situations while working in the operation room. Stress does impact the behaviour of the nurses. It was found no matter what the stress level is whether moderate or high it affects the health and the behaviour of the workers.

J. david Pincus (2006) in “Communication satisfaction, Job Satisfaction and Job Performance” the study which was conducted on 327 hospital nurses investigated the
relationship between perceived satisfaction with organizational communication and job satisfaction and job performance. The study reveals that there is significant relationship between communication satisfaction, job satisfaction and job performance. The communication satisfaction and job satisfaction link was very strong. The factors like supervisor communication, communication climate and personal feedback were strongly related to both job satisfaction and performance. Top management communication was related to job satisfaction to a large extent and lesser to job performance.

“Transformational and transactional leadership effects on teachers’ job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case.” By Samuel Nguni and others (2007) the article aims to find out the effects of the transformational and transactional leadership on teachers’ job satisfaction, organizational commitment, and organizational citizenship behaviour in relation to schools in a particular developing country Tanzania. The data was collected from the primary school teachers. The study reveals that the transformational style of leadership does impact strongly the level of job satisfaction, organizational commitment and the organizational citizenship. The transformational leadership style appeared to be the result of the job satisfaction of the teachers their commitment and sense of belongingness towards the organization.

“Perceived Purposes of Performance Appraisal: Correlations of Individual-and Position-focused Purposes on Attitudinal outcomes” a study by Youngcourt (2007) identifies the relationship between the performance appraisal as perceived by the people and their outcomes. This includes satisfaction with the performance appraisal, job satisfaction effective commitment and role ambiguity.

Yvonne Brunetto and Farnwharton (2008) in the article service delivery by local government employees post reflects the relationship between the employees input and their output. The factors such as communication frequency mode content result into dissatisfaction, ambiguity in role with the customers.
Mansour in his study on “Women Job Satisfaction in Saudi Arabia: An Exploratory Analysis” says that the women employees in Saudi Arabia were satisfied with their jobs. They found that their jobs were very challenging and they also felt security of job. They also felt comfortable working with their co-workers. Further they found that their superiors were also very supportive. They also received enough resources to carry on their work. The organization also provided good compensation and the promotion opportunities.

“Effects on teachers’ self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress.” By Klassen, Robert M. Chiu, Ming Ming (2010) here in this study the authors have examined the relationships between teachers’ years of teaching experience, their characteristics such as gender and the level of teaching the three aspects of self-efficacy which include the instructional strategies, classroom management and student engagement, the two types of stress related to job and job satisfaction. The data for the study was collected from a sample of 1430 practicing teachers. The result of the study shows a non-linear relationship with the three self-efficacy factors rising from early career to mid career and then falling afterwards. The study reveals that the female teachers had more stress related to their work, also they felt more stress related to classroom such as students behaviour and classroom management. The study further reveals that the teachers who had more workload stress had more classroom management self-efficacy and the teachers with more classroom stress had lower self-efficacy and their job satisfaction level was also low. The teachers who were teaching young students had greater level of self-efficacy for managing the class and engaging the students. The teachers with high level of classroom management had high level of job satisfaction.

“Job Satisfaction: A literature review” (2011) Brikend Aziri reveals the fact that job satisfaction is one of the very important aspect of every organization. Level of job satisfaction has an impact on the productivity and the performance of the organization. Unfortunately the aspect of job satisfaction is not taken very seriously till today.
In another report appeared in London Times dated June 3, 2011 it was said that the people who enjoy more liberty at their work place are not stressful and are more satisfied. The management practises that make employees more efficient also make them feel more happy. Sharing information with employees make them feel good and important.

“The Influence of Leadership Style on Teacher Job Satisfaction” by Ronit Bogler (2011) examines the styles of leadership of principal, the principal’s decision making strategies and the perception of occupation on satisfaction from job. The study examines to what extent the variations in the satisfaction of teachers’ job can be related to their perceptions about their occupations in relation to the perceptions of their principal’s leadership style and the strategies related to the decision making which the principal follows. The data for the study was collected from the 745 respondents of the various schools in Israel. The result of the study reveals that the perception of the teachers about their jobs strongly influences their level of job satisfaction. The findings also suggest that the principals who followed the transformational style of leadership style impacted the level of job satisfaction of teachers directly as well as indirectly through their occupation perceptions.

Elizabeth (2012) from Columbia University in her study “Job satisfaction and employee turnover intention: What does organizational culture have to do with it?” The study reveals the relationship between job satisfaction and intentions of employees to leave the job. Organizational culture has an impact on job satisfaction of employees, high job satisfaction results in high performance. Good culture in organization gives good results. It attracts the employees and retains the talented employees. The study shows that job satisfaction is inversely associated with turnover intentions. The results show that increase in the level of job satisfaction declines the intention of leaving the job on the part of the employees thus the experienced and the talented employees retain in the organization. Where the organization culture is good the turnover rate over there is low and vice-versa.
In another article by Stuart.P appeared in Los Angeles Times dated December 19, 2013 said that most employees do not use all of their vacation time, which indicates the level of the job dissatisfaction. Right management a career and talent management firm said that this is the third consecutive year where they worked rather than taking a paid vacation time. This number was 69%--70% in 2011-2012.

“Factors influencing employee job satisfaction and its impact on employees’ performance: A study case of UniLever Kenya” by Ssegawa Godfrey (2014) the study aims to examine the factors that influence employees’ job satisfaction in Kenyan organizations. The data was collected from a total of 796 employees. The result shows that the extrinsic factors have a very strong impact on employees’ job satisfaction. Leadership style, remuneration, structure, nature of job and job security affect the level of job satisfaction. Intrinsic factors that have an impact on the job satisfaction include responsibility at work, recognition, work meaningfulness, making employees feel that their contributions to achieve the organizational goals is important etc. Higher the level of job satisfaction higher is the performance of the employees.

In the study titled “The role of leadership in shaping the organizational climate: An example from the fast moving consumer goods industry.” By Eustace A and Martins N (2014) where in the objective of the study was to find out the relationship between the leadership and organizational climate in an South African FMCGs organization. As few studies are conducted on leadership and organizational climate in South Africa. This study helps to understand the effect of leadership on organizational climate and allows to customize solutions to the problems of leadership, organizational climate and business performance. The findings suggest a new set of organizational climate that there is a significant relationship between organizational climate and its various dimensions. The findings also focus on the importance of certain general and specific leadership practices to create a desired organizational climate in South Africa and in FMCGs environment.

2.5 RELATED LITERATURE REVIEW ON JOB SATISFACTION FROM
INDIA

“Job satisfaction boosts work place ethics ”an article appeared in Economic Times dated April 18, 2007 reveals that workers are more into the unethical acts when they do not have good relations with their superiors. There should be good working climate to boost the ethical behaviour in the organization.

Abbas Madandar Arani and Parvin Abbasi (2004) in their article “Relationship between secondary school teachers’ job satisfaction and school organization climate in Iran and India” have investigated secondary school teachers’ job satisfaction in respect to the school climate in Iran and India. The results show that there is a significant relationship between organizational climate and job satisfaction in both the countries. It was also observed that the impact of the organizational climate is more in India than Iran.

The study titled “The Influence of Psychological Contract Violation on Organizational Commitment and Intention to Leave” (2004) by Dr. Mohd. Hasan Jafri says that the psychological contracts between the employer and the employee have gained much importance in the present scenario. These refer to the perceived expectations and obligations between the employer and the employees. This affects their behaviour towards each other. The study aims at examining the effect of the violation of rational and transactional psychological contract on employees’ intention to leave the organization. The study reveals that the employees’ need to be understood properly and must be handled properly which would not only motivate them but also enhance their performance. The organizations may lose their employees if the employers fail to understand the needs of the employees.

Dr Kanagaluru Sai Kumar In his study on “ Job Satisfaction Among Teachers of Private Engineering Colleges in Rayalaseema Region, Andhra Pradesh – A Study” says that the efficiency of any organization depends upon satisfaction level of its employees in respect of their jobs. Job satisfaction is a combination of psychological, physiological and environmental factors that the employees feel whether they are happy with their jobs or not. The study aimed to measure the level of the job satisfaction of the teachers,
to find out the causes and consequences of job satisfaction and the job dissatisfaction, to suggest suitable measures to improve the job satisfaction. The results show that the level of the job satisfaction of the teachers was low. The study shows that the recognition was one of the most important satisfying factors. The reason for the dissatisfaction were the college policy and the administration. The study also indicate that the level of job satisfaction between the high qualified teachers and low qualified teachers, male and female teachers, married and unmarried teachers is also different.

Susan Chirayath in “Stress and Coping mechanisms of Female Cashew Workers: A study” (2006) says that women workers are more stressed. They have stress at the work place and also at home. They find it difficult to cope up with both. They have job related stress and the family related stress as well. It was found that the the respondents had a positive attitude to handle the stress. They were passive to cope up with the stress.

Kuvaas in his study titled “Performance Appraisal Satisfaction and Employees Outcome: Mediating and Moderating Roles of work Motivation” (2006) has emphasized on the relationship between the performance appraisal satisfaction and the outcomes of employees. There is a direct relationship between the satisfaction of the performance appraisal and work commitment and dedication that is if the employees are satisfied with the performance appraisal then it definitely enhances their performance. The satisfied employees are more loyal towards their work and hence they do not have any intentions to leave the organization, they are more stable. The study suggests that the performance appraisal satisfaction helps to motivate the employees to put in their best efforts for the betterment of the organization.

Srivastva and Purang in their study on “Employees Perceptions of Job Satisfaction: Comparative Study on Indian Banks” (2009) conducted a survey on the job satisfaction of the employees. Different techniques were used to find out the differences in the employees’ attitude towards their jobs. The results show that the private sector bank employees showed greater satisfaction towards their jobs in respect of pay and
growthnaspect than the public sector banks. However the public sector banks employees were more satisfied with the job security than the employees of the private sector banks. It was suggested that the areas where the employees of both the banks were not satisfied should be improved.

Bose S.Chandra and Madasamy. V in “A Study on The Job Satisfaction of the Employees of Fireworks Industries” (2009) has said that although motivation and the job satisfaction are linked but they are not the same. The job designs are made to enhance the performance of the employees and to increase their level of job satisfaction. The methods of job designs include job rotation, job enlargement and job enrichment. The other factors which have impact on the job satisfaction include the management style and culture, the involvement of the employees, incentives given to the employees, empowerment and the autonomous groups. It is suggested that job satisfaction of the employees is a very important factor which is frequently measured by the organizations.

Shree kumar Menon in his study “Job Stress at Work Place and Recession: A Study Of Stress in Employees in Selected Banks in Mumbai” (2010) found out that the the male employees are more comfortable with their working hours at their work place than the female members and the absence of stress management techniques has not impacted the stress level of the employees in any way.

“Work Among Employees of Dindigul District Central Co-operative Bank, Tamil Nadu: A Study” (2010) by R.Neelamegam and S . Asrafi in the present study say that the level of the stress is high among the junior group in the organization. The people who are more experienced have less stress as compared to the young and the junior employees. It is because the senior people have the job security and the sense of settlement where as the juniors who are having temporary jobs feel more stress level.

Saravanan in his study “Impact of Socio-economic Status on the Levelof Job Satisfaction of Women Workers in Hosiery units of Tirupur” has also analysed the various factors impacting the job satisfaction of the women workers in the hosiery units.
The factors like age, nature of the job, education, work environment, family size, marital status, wage, job security, working hours, promotion opportunities etc were considered. The result shows that age, nature of job and level of pay had a positive impact on the job satisfaction and the level of the education had a negative impact on the job satisfaction.

Further Wadhwa and Verghese in their study on “A Study on Factors influencing Employee Job Satisfaction – A Study in Cement Industry in Chattisgarh” (2011) have studied the relationship between job satisfaction, behavioural and environmental factors of the organization in a cement industry and it was explored that all the three factors namely environmental, organizational and the behavioural had a positive impact on the job satisfaction. The level of the job satisfaction of the employees gets affected by all the three factors i.e environmental, behavioural and the organizational factors.

“Factors Influencing Job Satisfaction of Banking Sector Employees in Chennai” (2011) by Sowmaya and Panchnatham have studied the various factors that impact the level of job satisfaction in the banking sector. The results reveal that the factors that influenced the job satisfaction of the employees include pay and promotion, organizational factors, supervisor behaviour, job and work conditions and the co-workers behaviour. Thus if these factors are positive then the level of the job satisfaction would be high and vice-versa.

“Job satisfaction in public sector and private sector: A comparison” by Geeta Kumari (2011) and K.M Pandey shows that the debate between the public sector and private sector is never ending. The study is conducted in respect of both the sectors .The attitude towards the job does influence the level of job satisfaction. Motivational factors, working conditions, status, recognition etc influence the employees.

“A Study on Job Satisfaction of Women Workers in Tea Estates With Special Reference to the Nilgiris Districts” (2013) by R.Amsaveni and others says that the job satisfaction of the employees is an important indicator of how the employees feel about their
organization. The objective of the study was to see the level of job satisfaction of the women workers in tea estates. The study makes an attempt to find out the facilities offered to the women workers employed in the tea estates and their level of job satisfaction. The findings reveal that the women workers were illiterate. The important factors that affected the job satisfaction level were work allotment, the relationship with the colleagues, support and rewards, safe environment, compensation etc significantly. In addition it was also found that the four major factors that affected the level of job satisfaction were disability, workplace environment, pay and conveyance and the work timings. These four factors were the reason of the dissatisfaction of the women workers.

“Organizational climate: An empirical investigation in Penna Cement industries Ltd” by K. Haritha, Dr. S.E.V Subramaniyam (2013) have focused on the fact that it is very important to build up capabilities to survive in today’s competitive world. The positive work environment is very important and it can be created with the help of organizational climate intervention variations in perception on organizational climate based demographic characteristics are investigated. In the present study in Penna cement Industries Ltd The result shows that there is existence of positive organizational climate such as job characteristics, empowerment, personal relations, performance and rewards, participative management, conflict resolutions etc.

A research work on employee satisfaction measurement with special reference to KRIBHCO, Surat by Ekta Sinha (2013) was done to measure the level of satisfaction of employees in relation to their jobs. Retaining good employees is important to survive in today’s competitive world. Performance and the success of the organization depend upon the employees. In the study it was found that welfare measures, role clarity, freedom of decision making and recognition at work etc were the important factors which generally affect the job satisfaction.

Another article by K.R Sowmya titled “Job Satisfaction and Turnover in Organizations: A Study across Sectors in Indian Perspective” (2013) reads that employee turnover has become a very serious issue for several organizations today. The present study
analyses the factors responsible for the job satisfaction and the turnover in multiple sectors of Chennai. The result of the findings suggest that in human resource management the relationship with turnover intention is a topic of prime importance. However a negative correlation was found between the job satisfaction and the turnover intention. This means that the employees do not leave their jobs because of the job dissatisfaction.

C. Murlidharan and others in their study on “Impact of Job satisfaction on intention to quit: A Study on customer service providers in commercial banks” (2013) make an attempt to analyse the effect of job satisfaction by examining the intention to quit behaviour of the employees under the financial inclusion programme in different commercial banks. The result of the research shows that there was a negative relationship between the level of job satisfaction and the intention to quit job.

“Job satisfaction hits a new low, private sector unhappy” (2014) a study by Chitra Unnithan shows that people are dissatisfied because of their salary. This makes them a feel of pinch of global slowdown.

According to a report in Economic Times dated March 5, 2014 says that the rate at which there is a job turnover in engineering, IT and financial services is alarming. The main cause is dissatisfaction. The survey reveals that 70% of the employees are not satisfied with the compensation.

2.6 RELATED LITERATURE REVIEW ON EFFECT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION FROM ABROAD

A study by Hart Griffinetal [1996] shows that there is a link between organizational climate and other factors such as employees retention, job satisfaction, wellbeing and readiness for creativity, innovation and change. Organizational model accounts for atleast 16% single day sick leave and 10% separation rates in one organization.

Lance .A. Bellioncourt, Stephen .W.Brown [1997] in the article “Contact Employees: Relationship among work place fairness, job satisfaction and pro-social service behaviours” suggest that contact employees are important as they sell the products of
the company and earn goodwill for the business. A healthy and cordial relationship between them and their behaviour. A good organizational climate and policies can reflect the level of job satisfaction.

“Organizational climate: A mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country” study by Darwish A Yousef (2000), the study focuses on the role of organizational climate in the relationships of leadership behaviour with work outcomes of job satisfaction and job performance. It also reveals that the effects of the culture of nation on leadership behaviour with organizational commitment, job satisfaction and job performance. The study reveals that the people who perceive that their leaders are more participative are more dedicated and committed towards their organizations and are more satisfied and their performance is also high. The culture of the nation also has an impact on the leadership behaviour with job satisfaction.

Peter Kangis, D.Gordan and S.williams (2000) in their article “Organizational Climate and Corporate Performance”: An Empirical investigation reveals that there is a consistent association between organizational climate and its performance. The companies performing above average showed higher values on climate than those performing below average.

Theories in Cognitive and Neuropsychology and Emotional Intelligence provide additional scientific rationale for why leaders should improve stress and morale in the workplace to achieve maximum performance. A number of studies by Dr. Dennis Rose and colleagues during 2001-2004 have found a very strong link between Organizational Climate and Employees' reaction such as stress levels, absenteeism, commitment and participation.

Christopher P.Parker (2003) Dept of Psychology, Northern Illinois University U.S.A in his article Relationship between Psychological Climate Perceptions and Work Outcomes: A Meta Analytical Review found that psychological climate perceptions of their work
environment do have a significant relationship with individual’s work attitudes, motivation and performance.

Another article by James Griffith [2004] titled “Relation of Principal Transformational Leadership To school staff job satisfaction, staff turnover and school performance reflects that there is a direct effect of the leadership style of the principal on the school staff turnover and performance of the school. The transformational leadership had a negative impact on school staff turnover and positive impact on the students' progress.

Onne Janssen and Nico W. Van Yperen [2004] in their study Employees’ Goal Orientations the quality of leader-member exchange and the outcomes of job performance and job satisfaction show that exchange between leader and members results in better job performance, innovation and better outcomes. Employees who have mastery over skills establish better and healthy interactions with their supervisors.

“Organizational climate and hospital nurses’ job satisfaction, burnout and intent to leave” by Pamela J Jackson (2005) where it was examined that the organizational climate in hospitals as perceived by the nurses and its effect on job satisfaction. The specific features of hospitals organizational climate examined were resource adequacy, support for employees, nurse physician relationship and management practices and job outcome variables were job satisfaction burnout and intent to leave. The organizational climate dimensions of resource adequacy, support for employees and management practices were highly related with nurses' job satisfaction, burnout and intent to leave. Nurse - physician relations were a significant predictor of job outcomes. Management practices were the most important and consistent organizational climate predictor of all three of job outcome variables. The findings suggest that good organizational climate can reduce dissatisfaction burnout and intent to leave.

In a further study by Kriengsak P Radney.A and Sherrif Mohd Titled “The Role of Climate for Innovation in enhancing Business Performance: The case of design firms
also shows that good leadership team climate results into innovations which would further result into better performance of the organization.

Wai Yen Chan Shun L. and others [2008] in their article “organizational and personal predictors of teacher commitment: The Mediating role of teachers’ efficacy and identification with school show that a test of teacher commitment model in which teachers’ experience was studied in relation to perceived organizational politics and reflective dialogues, it was found that efficacy of teachers and their identification with the school were intervening the relation between the organizational politics and reflective dialogues, teaching experience and teacher commitment.

In a further study titled “The impact of school climate on school outcomes” by J Eric Tubbs and others (2008) where the aim was to provide an insight into an elementary school whose climate issues appear plague and impact its performance as measured by the annually yearly progress. The school climate can affect many areas and the people within the school. It suggests that the positive interpersonal relationships can increase school achievement levels. Positive environment can enhance the performance of the faculty as well as of the students.

In the article titled “The relationship between organizational climate and job satisfaction in a South African Information and technology Organization by Monica L Castro and Tico Martins (2010) shows a strong positive correlation between organizational climate and the dependent variable of job satisfaction. The study provided support for the view that the line managers and human resource should be aware that different biographical groups have different needs that can influence their job satisfaction levels and different perceptions of the climate, this impacts their behaviour.

Another article appeared in PTI London titled “Variety key to job satisfaction” dated June 3, 2011 suggests that liberty to employees result into reduced stress level and better performance. Participation of workers, sharing the information with them results into job satisfaction.
A further study by Rousseau and Denisem on organizational climate and culture in An Encyclopedia of occupational health and safety – International Labour Organization, Geneva (2011) reveals that organizational climate and job satisfaction are closely related.

R. Haridas and others in their study on “The Profit Sharing Organization: An Effective work Force Driven Organization” (2012) say that a large number of problems are faced by the organizations in the present era. Although the human resource managers try their level best to resolve these problems but still the problems prevail in the organizations. The major problems include employee turn over and the grievances faced by the employees. The productivity of the organization would increase only if the employees are motivated. In a profit sharing organization the employer and the employees work like a family members. In such type of organizations the grievances of the employees are less. The relationship between the employer and the employees is healthy in such type of organizations.

The results reveal that the profit sharing organizations seem to be better than the other organizations. Such organizations aim at the welfare of the employees and the growth of the organizations. The climate of such organizations is such that it takes care of the needs of the employees and that motivates the employees to give their best and that benefits the organization.

2.7 RELATED LITERATURE REVIEW ON EFFECT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION IN INDIA

“The impact of ethical climate types on facets of job satisfaction” study by S P Deshpande (1996) shows that a professional climate influences job satisfaction. The respondents who believed that their organization had a caring climate were more satisfied with their superiors.
A Study by Ravipreet S. Sohi (1996) titled “The effects of environmental dynamism and heterogeneity on sales people's role perceptions, performance and job satisfaction” reveals that environmental dynamism results into reduction of satisfaction and performance level results into more role conflicts.

Further a study titled “A study of teacher effectiveness in relation to job satisfaction” by Dr. Shraddha Shukla and Amit Kumar (2011) says that the quality of education depends upon the quality of the teachers. The effective teachers play an important role in enhancing the quality of education. The educational institutions may have quality resources but if the teachers are not effective all these resources would be of no use to achieve the educational goals. The findings of the study suggests that there is a positive relationship between job satisfaction and the teacher effectiveness. Thus for increasing teacher effectiveness the teachers should be provided various incentives such as good working conditions, fair salary and allowances etc and also they should be awarded at the national level for their excellence in teaching. This would result in higher level of motivation among the teachers.

Another article titled “Study of organizational climatic factors for employee effectiveness” by Sonu Dua and others (2012) shows that the organizational climate influences the morale and the attitude of an individual towards commitment to organizational purpose and the efficiency with which the purpose becomes translated into results.

“Job Satisfaction of teacher educators in the colleges of education in Kerala” by Dr. Theresa Susan and Dr. Vijayalekshmi N.S aim to assess the level of job satisfaction of teacher educators in Kerala. The study was conducted on 600 teachers and the result shows that majority of the teachers do not have adequate job satisfaction. There is a significant difference in job satisfaction in respect of gender, locale and management category.

Shree Kumar Menon and Mehul Raithatha in their study on “Occupational Stress: An Analytical Study of Stress among Dabbawalas of Mumbai Tiffin Suppliers Association” (2012) reveal that stress at work is an important factor to be considered in the present
time. The work related stress affect the health of the organization. The personal features of the employees and their attitude would determine the level of the stress they have related to their work place. The stress level affects the performance and their effectiveness in whatever activity they take up. The study aims to examine the level of the job satisfaction of the employees and the effect of the various factors such as salary, job timings, transportation mode, scope for career advancement etc on the job satisfaction.

The result of the study shows that the job satisfaction and the stress management are not impacted by the factors such as timings, salary, transport, place of work etc and the dabbawalas are satisfied with their working conditions. Their job satisfaction level is not impacted by the job duration, salary, transport, place of work etc.

Another study by R. Indradevi titled “Relationship between Appraisal and Organizational performance” says that the overall success of an organization depends upon the quality of its employees. Thus it is the responsibility of each and every organization to motivate the employees and influence the behaviour of the employees through proper performance appraisal system. It is the process of analysing and recording the information about the performance of the employees. It focuses on improving the performance of the employees. The study aims to examine the demographic characteristics of the participant employees, the impact of the performance appraisal and the capability of the employees, the relationship between the appraisal and improved organizational performance and to see the relationship between the capability and the performance of the organization. The study reveals that there is a strong relationship between the performance appraisal, employee capability and organizational performance. It helps the employees to know where they are and what is expected by the organization from them and how they can help to enhance their performance.

police department in relation to their work-life balance satisfaction, whereby the work is
career and ambition and the life is pleasure, leisure, family and spiritual development.
The objectives of the study were to measure the level of satisfaction as perceived by the
female personnel, to identify the major factors that influence work. The result of the
study shows that the females do have certain hurdles at their workplace and at their
home. The study reveals that most of the women were dissatisfied with their work-life
balance. this can be improved by attractive system of rewards and recognition of good
work and by improving the work environment.

Sarat Borah in the study “Employee Job Satisfaction: A Case Study On The Pipeline
Department Of Oil India Limited” (2012) says that the success of the organization
depends upon the level of the job satisfaction its employees have. An employee spends
a major portion of his life at the workplace. An employee with a high level of job
satisfaction has a very positive attitude towards his job. It is if the people are satisfied
with their lives are satisfied with their jobs and if they are satisfied with their jobs are
satisfied with their lives. The present study aims to assess the level of satisfaction of the
employees in the Pipeline Department of the Oil India Limited, to see the factors that
influence the satisfaction of employees.

The result of the findings show that maximum employees were satisfied with their jobs,
salary, transfer policies, employer-employee relationship, incentives offered to them,
facilities provided to them by the company etc. Thus these factors help to enhance to
increase the level of job satisfaction of the employees.

In a study by M. Selvakumar and V. Dhanalaxmi (2012) in their study on “Job
satisfaction of Women Teachers In Matriculation Schools: A Study With Reference To
Sivakasi, Tamil Nadu” rightly say that the children no doubt are the future of any nation
and teachers play a very important role in developing these children who are builders of
the nation. Teaching is the biggest source of the employment for women in the formal
sector. Teachers’ values, attitude, personality have a very strong impact on the
personality of the students. Therefore it is very important for the teachers that they get
job satisfaction only then they will be able to impact the students in a positive way. The present study was conducted to know the level of job satisfaction of women teachers in matriculation schools. The objectives of the study were to identify the factors influencing the job satisfaction, to see the attitude of the teachers towards their working environment.

The findings of the study reveal that most of the teachers were satisfied with their jobs as the working environment in the schools were good which provided the employees various incentives such as permission to pursue higher degrees, job security, medical leave facility etc.

In another study by Ajay Babu and Mandakini (2013) titled “Organizational climate as a predictor of teacher effectiveness” is suggested that a teacher has to be effective for the betterment of the students, but it has been observed that quality of teaching is decreasing. A good organizational climate in schools can enhance the effectiveness of teachers. The study aims to see the impact of organizational climate in teachers’ effectiveness. The results show that there is a significant difference between the effectiveness of teachers in relation to their organizational climate.

Another article by Raghuram Rajan in the Economic Times dated April 7, 2014 reports that the hikes in the salaries are not appropriate and an average hike will be 10% this year as employees expect better hike the frequency between management and employees does not match it has resulted into dissatisfaction.

In the article titled “Impact of organizational climate on job satisfaction: A study of Bharati Airtel India Limited in Shimla zone office” by Rakesh Kumar show the relationship between the organizational climate and job satisfaction. The result indicates that there is a positive relationship between organizational climate and job satisfaction. The organizations where the climate is not satisfactory there is decline in loyalty and sincerity on the part of its employees.
Another study by Dr Reena Rani and Poonam Rani titled “Influence of organizational climate of elementary schools on job satisfaction of elementary teachers” (2014) investigate the impact of organizational climate of elementary schools on job satisfaction of elementary teachers. The sample consists of 100 school teachers and the findings show that there is negligible correlation between organizational climate and job satisfaction. Organizational climate does not influence the job satisfaction of teachers. The study further reveals that there is no correlation of organizational climate and job satisfaction of female teachers.

“Understanding Organizational behaviour of college of education at team process level” (2015) By Dr. Geeta R. Thakur. The study focuses on the organizational behaviour and how people act within the organizations as individuals and within the group i.e what they do within and around the organizations. In the present study the organizational behaviour of college of education is understood at the process level, it includes the study of group dynamics, decision making and employee involvement, communicating in the organizational settings and the organizational leadership. Based on the study and the analysis the benchmarks of the organizational behaviour at team process are developed.

“Job satisfaction and professional ethics of secondary school teachers: A comparative study” by Dr. Sukanta Kumar Pradhan (2015) is conducted on the 80 secondary school teachers of West Siang district of Arunachal Pradesh. The aim was to study the job satisfaction and the professional ethics. It was found that sex and the locality influences positively job satisfaction and professional ethics and that there is a positive relationship between job satisfaction and the professional ethics.

R.D Sharma and Jeevan Jyoti (2006) in their study “Job satisfaction among school teachers” shows the kind of relationship exists between the job satisfaction and various other factors. It shows that due to good working climate in private schools, the teachers are more satisfied.
Rahman in his study “An Analysis of Job Satisfaction of Teachers Working in the Government Colleges in Bangladesh” (2012) says that there was a difference in the level of job satisfaction of the employees based on their perceptions. The level of job satisfaction is affected by the personal and organizational perceptions of the employees.

2.8 RELATED LITERATURE REVIEW ON ACADEMIC ACHIEVEMENT OF STUDENTS FROM ABROAD

“Epistemological development and academic performance among secondary students.” Studies by Schommer, Marlene (1993) investigate the development of the secondary school students’ beliefs about the nature of knowledge and learning and the impact of these beliefs on their academic performance. Through a questionnaire was used to assess the beliefs of the students in respect of simple knowledge, certain knowledge, quick learning and their fixed ability to learn. The data was collected from more than 1000 high school students. It was observed that the belief in simple knowledge, certain knowledge and quick learning decreased from early years to later years. It was found that girls were less likely to believe in quick learning and fixed ability.

“The development of competence in favorable and unfavorable environments: Lessons from research on successful children” by Masten and others (1998) say that the parents and the society have a great interest in the development of the competence. The study focuses on the various implications from the research on the competence and resilience in the children for policies designed to enhance the outcomes among the children who are at risk. The study suggests about the foundations of competence at the early development and also focus on the role of attachment relationships and self regulation. The study has highlighted domains of peer relations, conduct, school, work and activities. The factors like trauma naturally occur among the children at risk alter the course of competence.

In a study titled “Usefulness of concept maps in college chemistry laboratories: Students' perceptions and effects on achievement” by Peter G. Marklow and Robert A. Lonning (1998) in the study it was observed that the chemistry students of first year
college learn little of the conceptual material with experiments of chemistry that they perform. The research says that the prelab and the postlab concept maps help the students to understand better about the experiments which they perform. The study was conducted using 32 non – science majors who were registered in the first year chemistry course. The students were divided into two groups – experimental and the controlled group. The experimental group constructed the maps pre and the post whereas the controlled group wrote essays explaining about the four experiments that were used in the study. It was found in the study that the students supported the use of the pre and post concept maps as they helped them to understand the concepts in a better way.

In the study “Matching/mismatching revisited: an empirical study of learning and teaching styles” by Nigel Ford and Sherry Y Chen (2001), the relationship between the matching and mismatching instructional presentation style i.e breadth first and depth first with the students’ cognitive style i.e field dependence /independence in a computer based learning environment. 73 post graduate students were asked to develop web pages with the use of HTML, using instructional materials which were either matched or mismatched according to their cognitive styles. The students who were learning in matched mismatched conditions showed significant differences in performance on a multiple choice test of conceptual knowledge. It was observed that the outcome from the students was superior significantly in the matched conditions than the mismatched conditions. The result supports the fact the matching and mismatching can have significant impact on learning outcomes.

In a study titled “Gender Differences in Writing Motivation and Achievement of Middle School Students: A Function of Gender Orientation?” by Frank Pajares and Giovanni (2001) where the aim is to examine whether gender differences in the writing motivation and achievement of the students of middle school. The sample size of the study consisted of 497 students. The result shows that the girl students had stronger writing self efficacy, writing self – concept, self – efficacy for self regulation, they valued writing, task and goals and their performance in language and arts was also higher. On the other
hand boys showed stronger performance approach goals. The study suggests that the feminine orientation is adaptive in the area of writing motivation and the masculine orientation is beneficial when escorted by a feminine orientation.

Study titled “Academic emotions in students’ self regulated learning and achievement: A Programme of qualitative and quantitative research. (2002) says that the academic emotions have been neglected to a large extent. It was found that the students experience a variety of emotions in their academics. The most important amongst these was anxiety. They experience both the positive and the negative emotions. The result reveals that the academic emotions are significantly related to students’ motivation, learning strategies, self regulations, cognitive resources and academic achievement and also to the personality of the students.

In another study titled “factors associated with success in medical school: Systematic Review of the Literature” by Eamonn Ferguson and David James (2002), the research has basically concentrated on the measures of previous academic ability as a predictor of the undergraduate achievement. The previous academic achievement however has a small effect say as (0.14 uncorrected and 0.24 corrected) for post graduate medical competence.

Further a study on “ Principals and student achievement : What the research says” (2003) by Cotton Kathleen where in 26 essential traits of the effective leaders are shown , based on 81 key research articles from the last 20 years. Strong administrative leadership affects the students’ achievement. Supportive school climate, safe environment affect the students’ attitude, social behaviour and their academic achievement.

In the other article by William H Jaynes (2003) titled “ the Effects of Parental Involvement on Minority Children Academic Achievement” which was undertaken to see the impact of parents’ involvement on the academic achievement of the minority children. The result shows that parental involvement has significant impact on the
academic of children. However in some of the races some aspects of parental involvement had a greater impact than others.

Further in a study titled “Remedial education and student achievement: A regression – discontinuity analysis” by Brian A. Jacob (2004) says that it has become very important to for the education sector today to be more accountable as the standards of the education is growing, therefore its important to give importance to the various remedial programmes such as summer school and grade retention to help those students who are academically weak. However it is observed that the effect of such programmes is mixed and the researches prior to this suffer from selection bias. The reform efforts in school of Chicago provide to examine the casual impact of these remedial programmes. Chicago public schools in 1996 made a policy on accountability which combined summer school and promotional decisions to performance on standardized tests which show a highly nonlinear relationship between current achievement and the chances of attending summer school or being retained. The effect of these programmes was good in case of third grade students as compared to the sixth grade students; there was a little effect in the achievement in maths for sixth grade students.

Further in another study on “How does Distance Education Compare with Classroom Instruction?” A Meta Analysis of the Empirical Literature. By Robert M. Bernard and Philip C. Abrami. (2004) analyse distance education between 1985-2002 to see the achievement attitude and retention outcomes. The study suggests that applications of the distance education outperform their classroom counterparts and that many may perform poorly. However significant heterogeneity found between the two i.e distance education and the classroom learning.

Another article titled “Parental School Involvement and Children's Academic Achievement" by Nancy E Hill and Lorraine C Taylor (2004 ) focused on the fact that there has to be a strong collaborations between the families and schools in order to promote the academic success. Some of the mechanisms through which the parental involvement affects academic achievement. Also the study suggests that there must be focus on the developmental stages of the students.
In another study by Howard Taras (2005) titled “Physical activity and Student Performance at Schools” aimed to review the relationship between physical activity and performance of the school children. The result shows that there may be an improvement in the students’ performance because of the physical activity for a short period, but it can’t be sustained for a longer time.

Selcuk R Sirin in his study titled “Socio-Economic Status and Academic Achievement: A Meta Analytic Review of Research” (2005) reviewed the literature on Socio Economic Status (SES) and the academic achievement published between 1990-2000. It included a sample of 1,01,157 students, 6,871 schools and 128 school districts gathered from 74 independent samples. It reveals a medium to strong medium relationship between the Socio Economic Status and the Academic Achievement. It was also noticed that there is a slight decrease in the correlation between the Socio Economic Status and the Academic Achievement.

In a further study titled “Self Discipline outdoes IQ in Predicting Academic Performance of Adolescents” by Angela L. Duckworth and Martin E. P Seligman (2005) that was conducted on 140,8th grade students wherein self discipline was measured by self report, teacher report, parent report, and monetary choice questionnaires. The study reveals that self discipline has an impact on the study habits of the students. The findings reveal that the major reason of less intellectual potential is lack of self discipline.

In another study by Howard Taras and William Potts- Datema “Obesity and Student Performance at School” (2005) aims to find out whether obesity in the school children has any effects on their performance or not. The result of the study shows that the students who were overweight and obese showed poor levels of academic performance. However it was difficult to draw conclusion about the association between obesity and the levels of attendance of the students.
“Teacher credentials and student achievement: Longitudinal analysis with student fixed effects” by Charles T. Clotfelter and others (2007) in this study the focus is on to find out the relationship between the characteristics of teachers and the performance of the students. The data collected over a period of 10 years in North Carolina from the teachers and the students allows the authors to explore it in more detail. The result shows that the experience of the teachers, score of tests and regular licensure has a very positive effect on the achievement of the students. The study has shown that the said characteristics of the teachers have a strong positive impact on the performance of the students especially in subjects like maths.

In a study by Harris Cooker and others titled “Does Home Work Improve the Academic Achievement? A Synthesis of Research” the effect of the effect of the home work on the performance of the students is summarized. The result indicates that there is a positive influence of home work on achievement, there is a strong correlation between the two.

2.9 RELATED LITERATURE REVIEW ON ACADEMIC ACHIEVEMENT OF STUDENTS FROM INDIA

Dr. R.L. Nikose in his study (2010) titled “Academic achievement of secondary school tribal students in relation to mental health and intelligence: A correlational study” aimed to find out the relationship between mental health, intelligence and academic achievement. A sample of 300 students of class 8th and 9th was considered. The study showed that there is a significant positive relationship between the mental health, intelligence and academic achievement of the students.

A S. Arul Lawrance and A. Vimala in their study on “School Environment and Academic Achievement of Standard IX Students” aimed to find out whether there is any relationship between school environment and the academic achievement of the students of standard IX. The data was collected from 400 students of standard IX. The findings show that there is no significant relationship between the school environment and the academic achievement of the students of standard IX.
In a further study titled “Relationship between parental involvement and achievement of higher secondary students in commerce: A study” by Dr. S. Amaladoss Xavier and D. Vanitha (2013) where the purpose of the study is to see the influence of the parental involvement on academic performance of the students of std 11 of commerce stream. 1100 commerce students of std 11 were taken to find out the influence of parental involvement on their academic performance. Their quarterly examination marks were considered for the study. The findings indicate that parents’ involvement impacted the academic achievement of the students significantly. The study suggests that the involvement of the parents must be enhanced to provide a stress free environment to students so that they can achieve better in their academics.

“Gender differences on academic achievement among CBSE secondary school students in Greater Gauhati: A study” by Manuj Kumar Chutia and Dr. Nilima Bhagabati (2013) says that the gender discrimination is a very common factor in every society in the whole world. The study aimed to find out the gender difference in the academic achievement among the secondary school students of std 10th. It was observed that the girls performed better than the boys in certain areas whereas the performance of the boys was better than the girls in certain other areas.

In an article by Samrddhii Wadhwa and Surya kumar Yadav (2013) “Creativity and academic achievement of adolescents studying in English medium and Hindi medium schools : A comparative study” in which the study is conducted on 200 students of secondary schools in Rewari District. The result of the study shows that the boys and girls of English medium schools were more creative and good achievers than the boys and girls of Hindi medium schools. It was also observed that creativity impacts the academic achievement.

“Impact of academic achievement and home environment on coping strategies of adolescents” by Prof. Indira Dhull and Pargat Singh Jathol (2013) according to the study the adolescents need a large number of coping strategies in the present fast changing world to adjust themselves. The aim was to study the coping strategies of
adolescents in relation to their academic achievement and their home environment. The result shows that although there is difference in the academic achievement of the students but the coping strategies in case of high achievers and the low achievers were similar. It was also observed that the favourable and unfavourable home environment donot affect the coping up strategies of adolescents in a significant manner.

Polampati G. Rudranath in his study on “Impact of Self –Concept and Achievement Motivation on Academic Achievements of MBA Students : An Empirical Analysis” investigated the achievement motivation and self concept in relation to the academic achievement of the management students.In the present study the various factors that are studied are achievement motivation that is the main motive to achieve something ,self concept that is the perception of the self which is in relation to the various characteristics such as academics, gender roles, sexuality, hobbies, abilities racial identity, occupation, physical, social, psycho-social and emotional characteristics etc, the academic achievement which is measured by the examination or the continuous assessment. The study was conducted to see whether any strong relationship between self concept and the achievement motivation is and how they affect the academic achievement of the students. The results reveal that there is no significance difference in the performance of the male and the female students. There was a positive correlation between the self concept and the academic achievement of students which means the students with higher self concept did well in their academics. There was a positive correlation between the academic motivation and the academic achievement of the students which means higher achievement motivation of the students resulted into their higher academic achievement.

Shikha Dhall in her study “A study of academic achievement among adolescents in relation to achievement motivation and home environment” (2014) aims to find out the relationship of academic achievement with achievement motivation and home environment of secondary schools. A sample of 200 students from std 9th of government schools of Ludhiana city was taken for the study. The result of the study showed that there is a positive and significant relationship between academic achievement and
achievement motivation and the home home environment. It was also suggested that the sex does not have influence on achievement motivation and home environment.

“A study of the relationship between the academic achievement and lifeskills attainment of higher secondary school students” (2014) by Anita Ezra says that the the youngsters require the essential skills to equip themselves to enter into the present industry. The attempt in the study is to made to find out the relationship between 5 important skills and academic achievement in higher secondary students in Coimbatore in Tamilnadu. The result shows that there is positive correlation between the skills with the achievement anfd also that there is a positive correlation between the skills.

A.S Arul Lawrance and A.Vimala in their study on “School Environment and Academic Achievement of Standard IX students” (2012) with an objective to see whether there is any relationship between the school environment and the academic achievement of the students of std IX. They collected the data from 400 students of std IX and came to a conclusion that there is no relationship between the school environment and the academic achievement of the students. The school environment does not affect the academic performance of the students.

Further in an another study by A.S Arul Lawrance (2014) titled “Relationship betyween study habits and academic achievement of HSC students” where the objective was to find out whether there is any significant relationship between the study habits and the academic achievement of the HSC students or not with reference to background variables. The data was collected from 300 students of 13 Higher Seconadry Schools. The result reveals that there was no significant difference between the study habits and the academic achievement of the HSC students.

“Effect of Advance Organiser Model and Concept Attainment Model on Achievement in Punjabi in relation to styles of learning and intelligence” by Parvinder Kamboj (2015) investigated the effect of the modern organiser model and the concept attainment model on achievement in Punjabi in relation to styles of learning and intelligence. The sample
consisted of students of 4 different schools of Abohar affiliated to PSEB. It was found that the advance organiser model was more effective than the concept achievement model, the achievement of left hemisphere was better than that of right hemisphere, the achievement of the different intelligent group students differed significantly. It was also found that there is no significant interaction effect between the three.

Renjith J.S and Dr. V. P Joshith (2015) in their study “The Effectiveness of Episodic Conceptualization on Achievement in Physics among Secondary School Students” aim to find out the effect of the episodic conceptualization strategy for improving the achievement of secondary school students. The sample of the study consisted of 40 students of std 9th. It was found that that episodic conceptualization based instructions could enhance the achievement of 9th std students. The traditional methods could not contribute anything the achievement of these students.

Vijay Bansal and Dr. A.P Sangal in their study “Comparative study of male/female and urban/rural students in relation to their academic achievement and self-concept”(2015) have compared the academic achievement and self-concept of male and female students of std 10th of Rohtak district. A sample of 200 boys and 200 girls and their marks obtained were considered for the study. The study revealed that the performance of the girls was better than the boys.

Further in a study “Relationship between parenting styles and academic achievement of 9th std students of Raipur city” (2015) Dr. Suhail Ahmed Khan and Khan Farhat Ayyub say that the style of parenting is an important component in the success of the children. The aim of the study is to see the impact of the parenting style on the achievement of the students. The research was conducted on the 1000 students of std 9th in Raipur city. The result shows that there is positive but moderate relationship between authoritative parenting and academic achievement of the students where as the relationship between authoritarian, indulgent and neglectful parenting and academic achievement of the students is negative.

### 2.10 RESEARCH GAP:
Extensive and elaborate studies have been conducted on Organizational Climate, Job Satisfaction and the Academic achievement of the students. Various studies on the organizational climate were conducted mostly after the second world war. Much efforts were made by the various researches to conduct the studies on the climate of the organizations and also the culture of the organization. Frank Fredlander in his study has clearly said that the climate of the organization has multiple impacts on the individual system and also on the job satisfaction. The studies were conducted on the organizational climate and its effects on the various aspects of organization. The researchers were conducted on the psychological environment of the organizations as it does influence the working of the environment. Studies also have proved that the climate influences the knowledge sharing attitude of the people working in the organization. The studies are not only conducted on the psychological environment but also the ethical climate in the organization, the ethical climate in the organizations would contribute positively in the functioning of the organization. The studies are conducted on the leadership styles followed in the organizations as they do influence the climate of the organization. The kind of values the leaders follow impact the climate. Organizational climate has an impact on the job performance, the quality of service provided by the employees. Studies relate positive climate and positive outcome. Organizational affects the learning of employees at the work place. The studies are conducted on the performance appraisal of the workers. The studies on organizational include the organizational climate and the intention to leave job. Studies are conducted on the psychological perception of the workers and the performance of the people. The studies are conducted to see the impact of school climate and teachers education also how the climate of an organization affects the implementation strategies. Studies also reveal that how the right type of leadership style can help to create healthy climate in the organization. Studies show that a good climate helps to manage stress and enhance the performance of the employees. There are researches on how the personal values can influence the perception of the organization climate. Various other dimensions of the organizational climate such as industrial disputes, causes and effects, creating a better work place environment, good working conditions, HRD climate etc.
The studies conducted in India as well as abroad show that the climate of the organization that includes the various dimensions such as leadership style, the ethical environment, the kind of opportunities for the promotion, the pay scale, working conditions, involvement of employees, kind of educational and training opportunities provided to the employees, incentives given, the level of stress etc result into a positive and healthy climate.

The various studies have been conducted on the job satisfaction of the employees, job satisfaction and dissatisfaction of the employees, work and family and conflicts, personal characteristics and the level of job satisfaction, leadership styles and the effects on the job satisfaction and the various factors that influence the job satisfaction of the employees.

The studies reveal that job satisfaction boosts the performance, it reduces the intention to leave the job. In various studies on job satisfaction include the other aspects such as stress level of employees, perception of employees in respect of the job satisfaction, socio-economic status of the people and the job satisfaction etc.

A healthy climate in the organization is important to boost the job satisfaction. A good climate helps the employees to understand their role in the organization and what they are expected to do to achieve the goals of the organization. The studies have shown that the organizational climate have very strong impact on the individuals in terms of job performance and the attitude towards their work. A bad climate may result into unethical acts on the part of the employees.

Studies reveal that in today’s competitive world the organizations can survive and grow only if they have a strong man power which is committed, dedicated and motivated to achieve the goals of the organization. Involvement of the employees is possible only if there exists a healthy and friendly climate. Where the climate in the organization is healthy there would be a very sincere work force. There would be stability in the work force which is a must for the progress of any organization.
Like any other organization an educational institution is also a social entity and it also has a particular type of climate. Thus various studies have been conducted to see climate of the schools, colleges and the universities etc. It is revealed in the studies that a healthy climate in the educational institutions is required as it impacts the performance of the teachers. there must exist healthy relationship between the principals, teachers, students and the parents for the smooth functioning of the organization. The teachers should be satisfied which is not only beneficial for them but also for the society.

Various studies on the factors that affect the academic performance of the students have been also conducted in India as well as abroad. The studies on academic achievement include impact of favourable and unfavourable environment on the performance of the students, relationship between the remedial teaching and the performance of the students, obesity among the students and its effect on their performance in studies, study habits and the academic achievement of the students, self discipline and academic achievement, teachers’ style and the performance of the students, physical activities and their impact on the performance of the students, parental involvement and academic achievement of the students, gender differences and the learning abilities, principals and their impact on the students’ performance, relationship between the creativity of different mediums and academic achievement of the students and so on.

The role of teachers, school, parents, society, school climate etc can play an important role to enhance the performance of the students.

Although various studies have been conducted on the climate of the organizations, job satisfaction of the employees and also on the academic achievement of the students. The study on the organizational climate of the various organizations such as banks, hospitals, corporates, hotels, banks, dairies, BPOs, co-operatives, mills, non-profit organizations, schools etc. The level of job satisfaction of the nurses in hospitals, company employees, banks, private sector organizations and the public sector organizations, mill workers, cement industries’ workers, engineering college teachers,
university professors etc. The various aspects related to the academic achievement of the students such as how obesity, study habits, self discipline, teaching style, creativity, physical activities, remedial teaching, methods of learning, involvement of parents, school environment can influence the performance of the students etc have been studied.

However as per the best knowledge of the researcher not much work is done when it comes to climate of the schools and colleges, the level of job satisfaction of the teachers and the academic achievement of the students. Review of the related literature shows that studies on the effect of organizational climate impacting the level of job satisfaction of teachers, teachers and the school environment impacting the performance of the students have been conducted. However there are no studies aiming to see that how the climate of the junior colleges effect the job satisfaction of the teachers and the performance of the students.

The researcher has taken up the present study as the researcher felt that in the concerned area there is a need to conduct the study to analyse whether the climate of the organization has any impact on the job satisfaction and that impacts the performance of the students. By referring to various available literature on the organizational climate and the job satisfaction the researcher knows that the climate of an organization does have an impact on the job satisfaction of the employees. A healthy climate would result in to a high level of job satisfaction which is important for the organization’s growth and prosperity. Studies reveal that the most important resource in any organization is the human resource. Thus it is important to see that the employees of the organization are satisfied so that they can contribute significantly in the growth of the organization.

Teachers are rightly called as the nation builders as the destiny of the nation is shaped in the classrooms. Therefore it is important to know whether the teachers have job satisfaction or not so that they can play an important role in building of the nation. The researcher wanted to analyse whether the climate of the junior colleges have any
impact on the job satisfaction of the teachers and the academic achievement of the students or not.

Therefore the present study that is “The Effect of Organizational Climate on Job Satisfaction of Teachers and Academic Achievement of Students with Respect to Junior Colleges of Greater Mumbai” is taken up the researcher. In the present study the researcher has analysed the Climate of the aided, unaided and the minority junior colleges in arts, commerce and the science streams and the impact of the climate of the junior colleges on the junior college teachers and the academic achievement of the students of standard XII.