Chapter 1. PREAMBLE

1.1 INTRODUCTION

“Success is not the key to happiness. Happiness is the key to success. If you love what you are doing you will be successful.” Herman Cain Quotes.

An organization is a social entity that has a collective goal and is linked to an external environment. Each organization has its own personality. The term organization refers to an organized group of people with a particular purpose such as a business or government department. It is a group of people that is organized and managed to fulfill certain needs or to achieve common goals. In order to function smoothly all the organizations have a proper management structure. An organizational structure establishes the relationship between various and the people. It establishes the superior-subordinate relationship, helps to assign the roles, authority and responsibility to undertake various activities in a systematic manner. The organizations influence and are influenced by the environment.

Every organization has certain objectives to achieve. The organization plans and defines the activities to achieve its goals. All the resources are put to use for achieving the predetermined goals. Organization is the base upon which the whole structure of management is built up. It is a tool which ensures of team work that is very much essential to achieve the predetermined goals. Organization is a way to achieve the set goals. The efficiency of an organization depends on how well it accomplishes the fixed goals. The ideal organization is the one where there is harmony and co-operation between the people.

DEFINITION:

Organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives. (Louis A Allen).
1.1A ORGANISATIONAL CLIMATE

Every organization has a climate which is different from the other organizations. Organizational climate refers to the environment of an organization. Organizational climate is the process of quantifying the culture of an organization, it precedes the notion of the organizational culture. It is set of properties of the work environment perceived directly or indirectly by the employees that is assumed to be a major force, influencing employees' behaviour. Climate and culture both are important aspects of the overall context. (Wikipedia).

Properties of business environment in a work place observed by staff that strongly influence their actions and job performance. For e.g. A perceptive business manager might take the trouble to survey employees about the organizational climate to identify and promote those aspects that are most conducive to achieve corporate objectives. (Business dictionary organizational climate is perhaps the most important factor responsible for the success and survival of an organization. Organizational climate is defined by different researchers and scholars in different ways but it generally refers to the degree to which an organization focuses on.

INNOVATION:
It refers to what extent an organization incorporates new ideas, technology, and methods to undertake the activities. Innovation is needed to minimise human efforts and to face the competition. It is important for the survival and growth of the organization.

FLEXIBILITY:
An ideal organization is the one which enjoys flexibility. The environment is highly dynamic, it keeps changing depending upon the various factors. The changes should be made in the various in the various activities as per the requirements.

APPRECIATION AND RECOGNITION:
People like to get appreciated and recognised for their efforts. This boosts the morale of the employees. Rewards, appreciation and recognition to employees enhance the organizational climate.

**CONCERN FOR THE EMPLOYEE WELL BEING:**
Human is the most important asset of an organisation. Employees cannot be treated as machines. They have emotions and feelings which should be respected. They must be made to feel that they are very much important for the organization. The organization climate must such that it works for the welfare and wellbeing of the employees.

**LEARNING AND DEVELOPMENT:**
A healthy organizational climate is the one which provides opportunities to its employees to upgrade their skills and knowledge. Various training and development programmes should be organised for the growth of the employees.

**CITIZENSHIP AND ETHICS:**
Organization citizenship is something which all the organizations desire to have but only few can achieve it. It is an association of the employees with their organization which is deeply rooted in employees. Organizational citizenship is accepting all plans policies and all the norms of the organization willingly without any resistance. If we consider organizations as a city then the employees are its citizens, hence this would create a sense of belongingness. Ethics in simple words means that one does in the absence of others. Ethics is a code of conduct to be followed by the employees. It deals with the moral values.

**QUALITY PERFORMANCE:**
Providing quality goods and services is a must for all types of organizations. An organization has to satisfy its internal as well its external customers. If an internal customer that is the employees are satisfied they would give quality performance that would automatically satisfied its external customers.
IN Volvement and Empowerment:
To make the organizational climate pleasant it is very important that employees should be involved in decision making. Their suggestions should be considered. They should be encouraged to give their opinions on the various issues. This would enhance their self-confidence.

LEADERSHIP:
The style of leadership also affects the climate of an organization to a large extent. A leader has to have a balanced approach. A good and efficient leader can contribute to a large extent towards a healthy climate in the organization. A leader can play an important role to develop a healthy working environment.

Organizational climate is made by its people. It is an indicator of the success of an organization. Various studies have shown that there is a positive relationship between a healthy organizational climate and the success of an organization. The staff stability, good sales, high productivity etc are observed where the climate of the organization is healthy.

1.1B FEATURES OF ORGANIZATIONAL CLIMATE
INTANGIBLE:
Organizational climate is intangible. It is an abstract concept. It cannot be seen, touched or demonstrated, it can only be felt or experienced.

PERCEIVED ASPECT:
Organizational climate is an aspect which is perceived by its people. It is related to the internal environment of the organization. It is what people feel about the organization. People working in an organization may have different perception about the internal environment.
STABLE:
The concept of organizational climate has stability over a period of time. The climate of an organization cannot be changed overnight. The climate of an organization takes its own time for formation.

DISTINCT IDENTITY:
Every organization has its own personality. As every organization has its own personality so is its climate also. Different organizations working under the same management also have different climates.

TOTAL EXPRESSION:
Organizational climate indicates the total expression of the organization. It speaks volumes about what the organizational climate actually is.

MULTI-DIMENSIONAL:
Organizational climate is a multi-dimensional concept as it includes the authority pattern, leadership pattern, communication pattern, span of control etc.

1.1C DIMENSIONS OF ORGANIZATIONAL CLIMATE
There are mainly six dimensions of organizational climate as proposed by Likert (1967). He proposed six dimensions namely control, communication, decisions goals, leadership and motivation whereas Liturn and stringer (1968) proposed seven dimensions of organizational climate namely conformity, responsibility, standards, rewards, organizational clarity, warmth and support and leadership.

If we review the various studies on organizational climate it indicates twelve dimensions specifically related to motivation. These twelve dimensions of organizational climate are as follows:-
ORIENTATION:
It is one of the main dimensions to characterise the climate of the organization. If the organization emphasizes on strictly following the rules and regulations then it shows that the employees work under pressure. If the organization emphasizes to excel then it shows achievement of goals.

INTER PERSONAL RELATIONSHIP:
An organization is a social entity. It includes various social groups. In an organization there are various informal groups. These informal groups strongly affect the climate of the organization. These groups have different purposes and these purposes would affect the climate of the organization. If these groups are formed for the purpose of protecting and promoting personal interests then control in the organization will increase. If the groups are formed to develop good relations with the superiors then automatically the climate of dependency would result.

SUPERVISION:
The organizational climate is also affected by the practices followed by the supervisors. The attitude of the supervisors towards their subordinates influence the climate of an organization. If the supervisors focus on improving the relationship with their subordinates or to help them, the climate is said to have an extension motive. The climate of the organization is said to have affiliation motive if the supervisors are very much concerned to maintain good relations with their subordinates.

PROBLEM MANAGEMENT:
How the problems are looked at? Are they accepted as challenges or they are just irritants. These problems can be solved by the supervisors and the subordinates jointly or they can be solved by the top level people. The different ways to handle problems and attitude towards problem solving also contribute to organizational climate to a large extent.
MANAGEMENT OF MISTAKES:
Employees are bound to make number of mistakes while working. Now how their superiors take their mistakes also contribute to organizational climate. The superiors may have annoyance or some concern for the mistakes of theirs subordinates. They may be very tolerant and patient. If the mistakes are handled in a proper and healthy manner it leads to a healthy environment.

CONFLICT MANAGEMENT:
Conflicts between people are very common wherever group efforts are required to perform a particular task. Conflicts between people may be very embarrassing at times. These conflicts may be healthy or unhealthy. The way of handling these conflicts depend upon the abilities, skills and talent of the supervisors. Convincing the subordinates, solving their conflicts is a challenging task. Better the approach to solve the conflicts better would be the organizational climate.

DECISION MAKING:
Decision making process is a very important one. It is important to see to it that right decisions are taken at the right time. Further how the decisions are taken that is also of great significance. Is the authority to make decisions only in the hands of the people at the top positions or even those are involved whom these decisions affect. Whether the employees are given opportunities to express their views or not in the decision making process. The way of decision making also affect the organizational climate.

TRUST:
Management is a group activity. Group efforts are required to achieve organizational goals. So there has to be mutual understanding and trust between the people so that they can co-operate with each other to accomplish the tasks. The organizational climate is also affected by the degree of trust people have towards each other and to what
extent the superiors trust the abilities of their subordinates is very relevant in organization.

MANAGEMENT OF REWARDS:
For a healthy environment it is also important to see to it that the employees are motivated. They should be given various incentives apart from salary. Their efforts should be recognised by the management. They should be rewarded for their good performance. Recognition, delegation of authority etc. should be given.

RISK TAKING:
It is said that profit is the reward for the risk taken. Unless we take risk we can never realise what we are capable of. We cannot win a match without playing. Are people in an organization ready to take risks? In risky situations whom they approach? How do they handle the risky situations? All these factors do affect to develop a particular type of climate in the organization.

INNOVATION AND CHANGE:
In this context of globalization survival of an organization is very difficult. Introducing new technology, new methods new ideas would enhance the performance of the organization. To what extent the change is initiated, how far the new ideas are accepted also matters. How the new ideas are perceived by the superiors and their subordinates would also influence the climate of an organisation.

1.1D. JUNIOR COLLEGE AS AN ORGANIZATION
Junior college is also an organization like any other organization which has certain objectives to achieve. It also undertakes various administrative and managerial tasks for the accomplishment if its goals. It is an organized body having a particular structure and functions with the help of its employees and other resources. It has a group of people working together for certain specified goals. Like any other organization a junior college
is also affected by the internal as well as external environment. It also affects the other institutions and the society as a whole. Like any other organization it also undertakes the management functions such as planning, organizing, directing, staffing, co-ordinating, controlling etc so that it can all its activities efficiently and effectively. For a junior college the most important people are the teachers and the students. A junior college like any other organization is successful only when its internal customers i.e the teachers and the external customers i.e the students are satisfied. The climate of a junior college has a strong impact on the teachers and the students.

The climate affects the teachers and the students and they in turn affect the climate of the junior college. The success of a junior college depends upon its human resource. It can be measured by its output that is the academic achievement of the students. The quality of the output depends upon the input. A junior college is a process of organizing; it is something that is organized. It has well defined structure which involves a group of people that are the teachers, students and the parents all having certain goals to achieve for which everyone has a certain role to play. It has certain norms, common rules and regulations. It is a framework through which people work in a planned manner co-operating with each other for accomplishing the set aims and objectives. It has various sections which have varied functions but the purpose of all is the one and the same. It is a social structure made up of people having a certain management hierarchy. It establishes the relationship between the people working in it. There is a chain of communication a relation between the various departments. In order to undertake various activities the authorities and responsibilities are given.

1.1E JUNIOR COLLEGE CLIMATE

As from the above points it is very clear that a junior college is also an organization like any other organization so it does have a particular type of environment. Every junior college has a different type of environment which is definitely totally different from the similar junior colleges. The climate of a junior college is made up by its people which include managing committee, principal, teaching, non-teaching staff, students and the parents. Climate of the junior college is intangible. It can only be felt. It is how it is
perceived by its people. It is formed by its own and remains the way it is for a longer period of time. It is impossible to change the climate of an organization in a short span of time. Every junior college has its own identity.

Two junior colleges working under the same management would also have different climate. It is how the teachers and the students perceive it that further depends upon its internal environment. The junior college climate has to be healthy for the smooth conduct of the various activities. A healthy junior college climate is reflected in the innovation and creativity shown in the various activities conducted in the college. It is good when the principal and the teachers adopt new techniques in the teaching learning process. There is flexibility in undertaking various jobs. The freedom is given to the teachers, students and the parents to express themselves. The management and the principal think about the well-being of the staff and students. The targets which are set are realistic and achievable by the people working in the college. The climate of the junior college is further healthy if the management provides opportunities to the teachers to upgrade their knowledge and skills. Also if the climate is healthy there will be right exposure to the students also. There would be a change in their personality as well. The concept of organizational citizenship should be visible i.e the teachers, students, parents and all others should have a strong association with the college.

They must accept every norm of the organization without any difficulty and must follow the same whole heartedly. The sense of belongingness, Commitment, dedication, loyalty and sincerity should be visible in the work. The code of conduct of everyone should be good.

There should be a sense of responsibility and involvement of each and every one associated with the organization. The principal should involve all the teachers and non-teaching staff in all the activities. Their opinions should be considered in taking various decisions. The principal has a major role to play in developing a healthy climate in a junior college. The principal can create a pleasant climate by his/her skills and abilities.
1.1F DIMENSIONS OF A JUNIOR COLLEGE

College life has a tremendous impact on the lives of the students. It is one of the very memorable periods of their lives. So the climate of the junior college should be such where they can groom very well and become contributive citizens. The dimensions of junior college includes:-

NATURE OF FUNCTIONING:
Every junior college has a different way of functioning depending upon its objectives. The various activities are designed keeping in mind the goals of the college to be accomplished.

The goals depend upon the philosophy in which the college believes. For e.g. if the college believes in developing moral values and character building then the activities to accomplish the same will be designed.

KIND OF EXPOSURE:
What students see and experience in their college life also has an everlasting impact on them.

The kind of programmes the college organises for the students influence their lives. Some seminars or workshops may be life changing for the students. The kind of opportunities a college provides to the students to develop their potentials. The way they are encouraged to participate in inter collegiate competitions to help them develop their personality.

RELATIONSHIP AMONG PEOPLE:
It is very important that there should exist healthy and cordial relationship between all the people of the organization. There has to be healthy teacher – teacher relationship. At
times when there is any kind of rift between the teachers the students suffer. There has to cordial relationship between teacher –parent so that they communicate with each other effectively can together take up the responsibility of the student. When parents are having a wrong attitude towards the teacher the student may take undue advantage of this situation. When parents have no respect for the teachers their wards will also not respect the teachers. This would further affect the teacher student relationship in a negative way.

**SPECIAL CHARACTERISTICS:**

The special characteristics of a Junior college may include the learning environment it provides to its students, the kind of opportunities it provides to the students to make them independent, the kind of programmes that are organised to make the students understand the skills that are required to lead a good life, the methods adopted by the college to establish a link between the academics and the special skills which are essential for getting good employment opportunities.

**MANAGEMENT:**

The management has also a strong impact on the climate of a junior college. Climate is affected by the management goals, the goals of the government, its policies related to education, the management goals pertaining to the development of the students, development of the society, social transformation etc. The activities that are conducted in the college depend upon the social and national objectives. Only through education such objectives can be achieved.

**SENSE OF RESPONSIBILITY:**

People generally speak about their rights but often forget their responsibilities. Many problems will automatically solve if the citizens understand and fulfil their responsibilities. Sense of responsibility has to be developed among the students in their responsibility in their actions. The teachers need to be the role models. The various activities conducted in the college may involve the students in maximum numbers to make them understand their responsibilities.
1.1G IMPORTANCE OF JUNIOR COLLEGE CLIMATE

A positive and healthy climate of a junior college is very essential like any other organization. Various groups function at the different levels in a college to achieve the goals of the college. Achieving any organizational goals require team efforts. There are different interactions between the people which may sometimes result into conflicts which may be healthy or unhealthy. A healthy climate would help to avoid such unhealthy conflicts between the people which are important for the growth of the organization. The climate of a college is a feel that the teachers, students, parents and the other third parties have towards the college. It may be positive or negative as the people perceive it. With good climate in the junior college there can be a lot of improvement. The college should have good leaders who are just and fair. The management and the principal and the other authorities must follow fair policies to enhance a good organizational climate. A healthy and good climate is created by effective leaders. An effective leader can create a positive climate and vice-versa. Many a times the terms organizational culture and climate are used interchangeably but these are two different terms. The culture of a junior college refers to the rules and the norms which the people have to follow at the workplace doing their jobs. These are the beliefs and the value system held by the people in the college. Both climate of an organization and culture are closely related.

Both have similar in nature but the climate is much more interpersonal as it is created by the people working in the organization. Climate of a junior college is the result of the attitude, behaviour of the teachers, principal, management people other staff members and the students. The climate describes whether the way of undertaking various activities in the college is good or bad.

The nature of college culture is more normative. It is more concerned with the norms, values and the beliefs of the college. Culture of a junior college reflects upon the kind of educational policies it follows, the kind of relationship it wants to establish between people, kind of objectives it has to accomplish. Culture is something that is very strong
and is deeply rooted in college. The staff members have to perform their duties as per the culture as their performance will be judged accordingly.

1.1H JOB SATISFACTION

Human resource is the most important asset of an organisation. The success of an organisation largely depends upon the quality of work force it has. The employees can perform good only when they are satisfied with their job. The concept of job satisfaction has been defined by different people in different ways. Some believe that job satisfaction is how content one is with his/her job. In other words, whether people like their jobs or not. It also involves the nature of work and the kind of supervision at work place. Where as others believe that it is not that simple concept and the it includes multidimensional psychological responses of a person to his/her job. The various researches on job satisfaction have shown variation in the extent to which the feelings, affection and satisfaction towards a job are measured.

The job satisfaction can also seen within a broader concept like a different range of issues which influence job satisfaction such as the work experience or the quality of work life etc. The term job satisfaction can also be understood in terms of the factors like general wellbeing, stress at work control at work, homework interface and the working conditions.

MODELS OF JOB SATISFACTION

AFFECT THEORY:

(Edwin A Locke, 1976) According to this theory the job satisfaction is determined by a discrepancy between two factors – What one has in job and the other is what he wants in the job. If an individual has in his job what he wants then he is satisfied otherwise not.

DISPOSITIONAL THEORY:
This theory suggests that different individuals have different tendencies towards their jobs. The level of job satisfaction will vary from person to person. To some extent job satisfaction is an individual's trait. In an organization one person would be satisfied and others may not.

**EQUITY THEORY:**
This theory suggests to what extent a person finds fairness in respect of social relationships at the workplace. How well he relates himself with his superiors and his colleagues. How he looks at the ratio between the input and the output. How is the relationship between the efforts and the rewards? What type of resources are provided to him to perform a particular task and what type of resources are provided to others to perform the similar tasks. They try to compare the ratio between their input and output and that of others to decide about their satisfaction. As per this theory if one feels that there is any inequality then he is going to be depressed and vice versa.

According to Locke job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.”

**1.1 DIMENSIONS OF JOB SATISFACTION**

**JOB SATISFACTION IS AN EMOTIONAL RESPONSE:**
Job satisfaction is related to the feelings or emotions of an employee. It cannot be seen. It can only be felt or experienced by a person.

**JOB SATISFACTION IS DETERMINED BY OUTCOMES AND EXPECTATIONS:**
Satisfaction is when we get what we desire. All people have expectations, so when they get their rewards as per their expectations that is when the outcome is as per the expectations there is satisfaction. For e.g. If people feel that they are more capable than
others and are not rewarded as per that they are dissatisfied. When the hard working people get less reward than the hardly working people they develop a negative attitude.

**JOB SATISFACTION REPRESENTS THE ATTITUDE:**
Job satisfaction represents the attitude of a person towards the job. A person may be positive towards the work if he is satisfied with his job. A person may develop different type of attitudes towards his job depending upon his satisfaction.

**CHARACTERISTICS OF JOB SATISFACTION:**
Kendel, Smith and Hulin have suggested five dimensions which can easily describe the characteristics of job satisfaction. These dimensions are as follows:

- **WORK ITSELF:**- Job satisfaction is highly related with the kind of work a person is doing. Whether the work person is doing provides any opportunities to him for the personal and the professional growth. Does the work a person do is of his interest? Does he get to learn out of his work to accept the responsibility? All these factors affect the job satisfaction.

- **PAY:**- One of the most important elements of job satisfaction is the pay. A person would offer his services for a good consideration. An employees must be paid a good amount of salary depending upon the kind of his job. He must be given monetary as well as non-monetary incentives. The amount of salary should be such that a person can not only lead a comfortable life with it but also can save a part of it for future contingencies.

- **PROMOTION OPPORTUNITIES:**- Any employee would want to be promoted at his work place. There must be growth of the employees. The job should be such provides ample opportunities for promotion and growth. If the scope of growth is high it would lead to higher job satisfaction.

- **SUPERVISION:**- Super – Vision. A person supervising should have a better vision than those whom he is supervising. He should be fair and just person. He
should have better managerial abilities. He should have qualities of head and heart. He should be a good guide for the people working under him. If the person supervising is unfair or partial and does not handle the employees properly it would result into dissatisfaction.

- **CO-WORKERS**: Man is a social animal and loves to live in group. The co-workers are important as they contribute to a large extent. The co-workers can also affect the performance of the people. The level of job satisfaction is high when you are surrounded with good people those who not only understand you but also co-operate with you.

**FACTORS AFFECTING JOB SATISFACTION:**

- **WORK ITSELF**: The kind of work one does is very much responsible for job satisfaction. One must enjoy his work and that is possible when the work is interesting and provides learning opportunities. Dissatisfaction results when the job is not interesting and does not provide any growth opportunities.

- **PAY**: Job satisfaction is also influenced by the pay a person gets for his job. If the pay scale is as per the required skills and the expectation of the employees they would be more satisfied and vice versa. The other incentives like bonus, allowances like housing, medical, travelling etc. would also result into high level of job satisfaction.

- **PROMOTION**: If the employees have fair chances of getting promotion then also they would have job satisfaction. People should be promoted on the merit basis ie they must get promotion on the basis of their performances. The promotion policies should be fair and uniform for all. The partial policies would affect the job satisfaction.

- **SUPERVISION**: The support and the co-operation from the superiors is a must. The superiors must acknowledge the work done by the employees. They must
recognise and reward the efforts put in by the employees. Appreciation and praise from the superiors not only enhance the performance of the employees but also results into job satisfaction.

- **WORK GROUP**: The kind of people we work with also affects the level of satisfaction we have at the workplace. If our co-workers are not co-operative and friendly there would be frictions, misunderstandings, conflicts which would disturb an employee mentally. He may not be then interested to work there happily and would be dissatisfied even if he gets a handsome salary.

- **WORKING CONDITIONS**: People want to work under good and healthy working conditions. Good working conditions would enhance the environment of the organisation. The working hours, the various facilities provided to the workers at the workplace can increase the level of their job satisfaction.

1.1 **OUTCOMES OF JOB SATISFACTION:-**

- **SATISFACTION AND PRODUCTIVITY**: Higher job satisfaction and productivity have a direct relationship. Higher the job satisfaction higher would be the productivity and vice-versa. Thesatisfied employees have a high morale which enhances their performance and the organization gets the benefit of higher productivity and a good image in the market.

- **SATISFACTION AND TURNOVER**: In an organization there should a stable work force that is there should not be labour turnover. Labour turnover means that the employees leaving the job and joining elsewhere. Higher rate of labour turnover creates a bad image of the organization. If the employees are satisfied with their job they would definitely not leave the organization and join elsewhere.

- **SATISFACTION AND ABSENTEEISM**: Absenteeism in an organization takes place when the employees remain absent without prior permission. If the employees are satisfied with their job they would happily come to their work
place and take complete interest in their job. Less absenteeism would result in to smooth functioning of the organization.

- **SATISFACTION AND HEALTH**: Job satisfaction would also result into good health of employees. Healthy employees would be more energetic and give good performance. People who are not satisfied with their job give bad performance as they work under stress. Stress is the main cause of other physical ailments. The employees who are physically and mentally unfit would not take interest in the works given to them which will affect the performance of the organization.

- **SATISFACTION AND COMMITMENT**: High job satisfaction also results into high level of commitment. Dedicated and committed employees are very much important to achieve the goals of the organization. Committed employees would always give better performance.

- **SATISFACTION AND QUICK LEARNING**: The satisfied employees have an inclination to learn new things. They do not resist change and help to develop new ideas and methods to do the work more effectively.

1.1K **JOB SATISFACTION OF JUNIOR COLLEGE TEACHERS**

A tree is judged by its fruits. A teacher can also be judged by his/her students’ achievement to a large extent. A teacher no matter at which level she or he is working at plays a very important role in the lives of his/her students. A teacher is a very important person to bring about a desired positive change in the behaviour of the students. Teachers’ self-efficacy does affect the level of their job satisfaction. If they themselves are not satisfied then they will not be in a position to give their best to their institution and their students as well. The quality of citizens of a particular country depends upon what the students have learnt from their teachers. In order to produce good citizens the teachers have to give their best for which they have to take personal interest in their jobs. Teachers’ self-efficacy is also affected by various other internal and external factors. The climate of the junior college does affect the performance of the
teachers. At times it is observed that the teachers have taken up the teaching profession not by choice but by chance. If that is the case how they would be able to give justice to their job. Teachers occupy an important position in a society. They have a major responsibility of producing and supplying superior products in the form of good citizens to the society. Therefore teachers must enjoy their work. Further where the teachers are satisfied with their jobs such academic institutions have shown higher results than those institutions where the level of job satisfaction is low. Teachers' job satisfaction include the kind of relations they have with their colleagues i.e. the relation between the teachers, the level of job satisfaction will be low if there are conflicts between teachers and it would also spoil the organizational climate. Further teachers' job satisfaction also depends upon the kind of relation exists between them and their students. If the teacher student relation is healthy I would add to the job satisfaction, the performance of both the teacher as well as the students would enhance. The teachers must also have healthy relation with the parents. A cordial relation with the parents would also result into higher job satisfaction. If the working conditions are difficult then the level of job satisfaction would be low. If the teachers are criticized by the parents, students, principal etc. it would affect their performance. They would be mentally disturbed and would not be able to control their emotions. The emotional stability of the teachers is rather important. Congenial atmosphere is required at the work place to enjoy a higher level of job satisfaction. The pay scale, the financial assistance given to the teachers also affect the level of job satisfaction but only monetary incentives are not responsible for high job satisfaction instead the non-monetary incentives such as delegation of authority, appreciation, recognition and rewards also contribute to high job satisfaction.

Good relations, fair and just practices are very important for a healthy organizational climate and job satisfaction. The teachers have to work in harmony and peace to deliver their roles better. A teacher has a lot of responsibility and hence should do her/his work to the fullest ability. A teacher has to have a right attitude, aptitude towards her job. The main factors that affect the level of job satisfaction include are as follows:-
• **WORKING CONDITIONS:** A teacher working under unhealthy working conditions would not be happy. If there are practices such as working for extra hours or working on holidays the teachers would be demotivated. Their level of satisfaction would also be low and this would result into poor performance.

• **RELATIONSHIP WITH THE ADMINISTRATOR:** Another important factor that can determine the level of teachers’ satisfaction is the administrator. It is important that one should work under a sound administrator. If the boss is not fair and just there would always be problems in the organization. The attitude of the administrator towards the teachers matter a lot. If his/ her approach towards the teachers are not positive it would mentally disturb the teachers.

• **RELATIONSHIP WITH COLLEAGUES:** A junior college is an organization where many people work to accomplish certain common goals. Hence to achieve these common goals there has to be team spirit among all the people in the organization. The teachers and all other employees have to co-operate with each other, therefore there should be healthy and cordial relationship between all the employees. The rifts, misunderstanding, lack of communication etc. can spoil the climate of the organization and would also impact the job satisfaction of the teachers in a negative manner.

• **SOCIAL STATUS:** We all are social animals. We love to socialize. Social status of the teachers also can enhance their level of job satisfaction. If the teachers enjoy a good social status and are well appreciated by the parents and the other people of the society their performance would be further enhanced as this would result into higher level of job satisfaction.

• **SALARY:** The most important factor to determine the level of job satisfaction is the salary paid to the teachers. Lower the salary lower would be the level of job satisfaction. The monetary and non-monetary incentives would help to boost the job satisfaction.
• **PROMOTION POLICIES**: Every employee wants prosperity and growth at the workplace. Therefore it is important for an organization to provide opportunities to the employees to grow. There should be fair policies related to the promotion of the teachers, if the policies are unfair it would result in a lower level of job satisfaction. Further, there should be various training and development programmes whereby the teachers can upgrade their knowledge and skills.

The job satisfaction of junior college teachers positively affects the growth of the college. The researches have shown better the climate of an organization higher is the level of job satisfaction. This would positively contribute to better academic achievement of students.

Achievements of students refer to the marks scored by them in their exams. In India, an exam is the measuring tool to measure the performance of the students. The organizational climate, job satisfaction, and academic achievement of students are closely related.

### 1.1 Academic Achievement of Students:

Students are the external customers of a college. So a college has to put all its efforts to satisfy the needs of these customers which is only possible if its internal customers, that is its teachers are satisfied. The performance of a college is judged by its results that is the academic achievement of its students. The academic achievement of the students is the outcome of the education provided by the college. It is the actual performance of the students. Academic achievement of the students refers to the extent to which the teachers, college, and the students are successful in achieving the educational goals. The academic achievement of the students is measured by continuous assessment or by examination.

Academic achievement is affected by individual differences as all students are not alike. There are various factors that affect the academic achievement of the students such as
the attitude of the teachers, policies adopted by the college to achieve its organizational objectives, role of parents etc.

The academic achievement of the students can be enhanced by adopting suitable policies depending upon the needs of the students. Further the academic achievement of the students is affected by the support provided by the teachers, their involvement sincerity, loyalty, commitment and dedication towards their job. The medium of instruction can also affect the performance of the students as most of the students can better understand in their mother tongue. The geographical locations of the colleges may also affect the performance of the students, if they have to waste a lot of time in travelling it would affect their performance. Further teacher student ratio in the classroom also affects the performance of the students. If the students are less in number the teacher has a better control over her students and can easily understand their personal difficulties and help them to overcome them. The admission pattern of the college also affects the academic achievement of the students that is what type of students are admitted and the criteria on which they are admitted. The student teacher relationship should be healthy and cordial. Better the relationship between them better would be the classroom environment.

1.1M RELATION BETWEEN ORGANIZATION CLIMATE AND JOB SATISFACTION

There is a very strong relationship between organizational climate and job satisfaction. In a healthy climate the employees will be much more satisfied and hence would perform better to achieve organizational goals. Service and performance climate predict the customer satisfaction (Schneider 1996). It was also found that manufacturing organizations that emphasized on healthy and positive climate, concern for the welfare and wellbeing of its employees has always shown good performance. The organisations which are more flexible, provide opportunities for growth and development are more successful than those who haveno concern for such things (Patterson, Warr and West) (2004). Learning and skill development is significantly related to the organisational performance (Potosky and Ramakrishna) The performance of all those organisations is always best that use progressive human resource, make an attempt to
create a healthy environment, focus on commitment, customer satisfaction, innovation, good recognition and rewards schemes etc (Thompson, 1996).

Organisation climate is very important factor in determining the success of an organisation. An organisation in order to cultivate a healthy climate must see to it that it retains its employees, there has to be stability of tenure. The highly effective employees should be retained and be given recognition and rewards. A healthy climate can be cultivated by a positive attitude towards the employees, good communication skills, proper value systems, fair policies, effective leadership etc.

The junior colleges which give good results are more successful. Giving good results means their students have done very well in their exams. They have scored well and come out with flying colours. Their good performance speaks the good performance of the teachers as well.

The teachers who are satisfied with their job can only perform well. The motivated teachers would be good motivators for their students which would result into better performance. The teachers who have no interest in their job cannot arouse any interest for studies in their students. They cannot inculcate right values in their students but those who are satisfied would see to it that they put extra efforts for the better performance of their students and would also try their level best to cultivate in them the right values. The job satisfaction of teachers in a junior college positively affects the growth of the college.

The researches have shown that better the climate of an organization higher is the level of job satisfaction which would positively contribute to the academic achievement of the students. Achievement of students refers to the marks scored by them in their exams. In India exams are considered as the measuring tool to see the performance of the students. The organizational climate, job satisfaction and academic achievement of students are closely related.

CONCLUSION: -
Various studies have shown that there is a positive relationship between organizational climate and job satisfaction. Thus the researcher wants to take up the concerned topic for her studies. Since no other study is conducted with reference to job satisfaction and organizational climate with reference of junior colleges in greater Mumbai, the researcher had taken up the said topic.

1.2 STATEMENT OF PROBLEM:-
The problem is stated as “The Effect of Organizational Climate on Job Satisfaction of Teachers and Academic Achievement of Students with Respect to Junior Colleges of Greater Mumbai”

1.3 DEFINITION OF TERMS
CONCEPTUAL DEFINITIONS
Organizational climate – Organization is a group of people working together for a common goal, It can also be considered as an act of establishing or forming something. Climate is generally the conditions prevailing at a particular place.

Thus organizational climate is the process of quantifying the “culture” of an organization, it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force influencing employee behaviour.

Job satisfaction : Job refers to a paid position of regular employment. Satisfaction is the fulfilment of one’s expectations or the needs. Thus job Satisfaction describes how content an individual is with his or her job, the happier people are within their job the more satisfied they are.

ACHIEVEMENT OF STUDENTS: Achievement is to do something successfully with efforts. Student is a person who is studying in a school or college or in a university. Achievement of students thus is the outcome of education – the extent to which a student has achieved the educational goals.
OPERATIONAL DEFINITIONS

ORGANIZATION CLIMATE: - Organization here is a junior college; Junior college is an educational institution after the senior secondary school, which is for a period of two years. Organizational climate here is the climate of the junior colleges, which includes the kind of policies, leadership style of the principal, working conditions, culture and the overall atmosphere of the junior college.

JOB SATISFACTION: It is the state of mind of teachers of the junior colleges in which rewards are according to their expectations; it is the frame of mind where the teachers are happily doing the teaching.

ACHIEVEMENT OF STUDENTS: It refers to the marks scored by the students in their board exams, students here are the learners at the second year of their junior college.

1.3A NEED OF THE STUDY
There are various studies that have been conducted on Organizational climate and Job satisfaction. The studies also show that there is a strong relationship between Organizational climate and Job satisfaction. For a higher level of job satisfaction a good and healthy climate in the organization is much more required. As per the knowledge of the researcher there are various studies conducted in India as well as abroad in respect of organizational climate and job satisfaction. However very few studies are conducted on organizational climate, job satisfaction and academic achievement of students in respect of junior colleges. As there are always gaps between two theories, the one that works in one situation may not work in other situation. There is always scope to find out new facts which may work better in a particular situation. The researcher wants to take up the said study as she feels that there is a relationship between organizational climate of junior colleges, job satisfaction of teachers and the academic achievement of the students. Researcher through this study wants to find out how the climate of junior colleges can affect the job satisfaction of teachers and the academic achievement of students and feels that the study would be helpful to know the factors that affect
organizational climate, job satisfaction of teachers and the academic achievement of the students. The present study would help to know the relationship between climate of junior colleges, job satisfaction of the teachers and academic achievement of students. It would also help in testing and comparing different approaches explore different ways and learn from peoples’ experience. It would also help to understand the other factors that may influence the result.

The researcher would collect the data from various colleges on random basis within Greater Mumbai. It would be collected by preparing two tools one on organizational climate and the other on job satisfaction. The data would be collected from the junior college teachers. The researcher will also collect the HSC board marks of the students to see and compare the academic achievement of the students. The researcher intends to know whether there is any significant relationship between organizational climate and job satisfaction of junior college teachers. She wants to know whether there is any relationship between organizational climate and job satisfaction of aided, unaided and minority junior colleges. Also the researcher wants to know whether there is any relation between organizational climate and job satisfaction of male and female teachers of aided, unaided and minority junior colleges. The researcher wants to see whether there is any relationship between organizational climate, job satisfaction and academic achievement of students of junior colleges. Through the study the researcher is also interested to know whether there is any difference between job satisfaction of male and female teachers of aided, unaided and minority junior colleges. The researcher wants to know whether there is any significant relationship between organizational climate of aided, unaided and minority junior colleges and the academic achievement of the students and also whether job satisfaction of teachers in aided, unaided and minority junior colleges can affect the academic performance of the students. The study would help to know the relationship between organizational climate, job satisfaction of teachers and academic achievement of students. It would help to test and compare different approaches, explore different ways and learn from peoples’ experience and also it would help to understand the other factors that may influence the result.
Various studies have been conducted showing that there is a strong relationship between organizational climate and job satisfaction. The environment of the organization has an impact on the performance of the employees and vice versa. There is a direct relationship between the organizational climate and the job satisfaction of the employees. The satisfied employees would in turn enhance the organizational climate. Both have an impact on each other. A good and healthy organizational climate would increase the efficiency and productivity of the organization.

An effective and healthy atmosphere would result into all positive vibes. It will help in enhancing the image of the organization which is very important in today’s competitive business world. The result of the study will help in developing a good organizational climate which is very important for the growth of an institution. The study would help in considering the factors to enhance the performance of junior college teachers and the achievement of the students. In India, the performance of the students is judged by the marks scored by them in their exams. So the study would help them to enhance their achievement. The objectives of the study are:

- To study the relationship between the organizational climate of junior colleges, job satisfaction of teachers and academic achievement of students.
- To analyse the factors affecting the organizational climate of junior colleges.
- To understand the problems faced by the teachers in the junior with the respect to climate of the junior colleges and job satisfaction.
- To study the factors that can enhance the organizational climate and job satisfaction of the teachers.

1.3B HYPOTHESES

1. There is no significant relationship between organizational climate and job satisfaction of Junior College teachers.
2. There is no significant relationship between organizational climate and job satisfaction of teachers of aided junior colleges.
3. There is no significant relationship between organizational climate and job satisfaction of teachers of unaided junior colleges.

4. There is no significant relationship between organizational climate and job satisfaction of teachers of minority junior colleges.

5. There is no significant difference in Organizational climate as perceived by the male and female teachers of junior colleges.

6. There is no significant difference in organizational climate as perceived by the male and female teachers of aided junior colleges.

7. There is no significant difference in organizational climate as perceived by the male and female teachers of unaided junior colleges.

8. There is no significant difference in organizational climate as perceived by male and female teachers of minority junior colleges.

9. There is no significant difference between Job satisfaction of male and female teachers of junior colleges.

10. There is no significant difference between the job satisfaction of male and female teachers of aided junior colleges.

11. There is no significant difference between the job satisfaction of male and female teachers of unaided junior colleges.

12. There is no significant difference between the job satisfaction of male and female teachers of minority junior colleges.

13. There is no significant relationship between organizational climate as perceived by the teachers and the academic achievement of the junior college students.

14. There is no significant relationship between job satisfaction of teachers and academic achievement of junior college students.

15. There is no significant relationship between the organizational climate of aided and unaided junior college teachers.

16. There is no significant relationship between job satisfaction of aided and unaided junior college teachers.

17. There is no significant relationship between the academic achievement of the aided and unaided junior college teachers.
1.3C EDUCATIONAL SIGNIFICANCE

A teacher plays an important role in moulding the characters of the students. Teaching is not just a job but a major responsibility. A teacher can play an important role to help the students make country above everything. A teacher can produce such men and women in the society who can think and place their country above their family, religion and society. Education is a must for everyone as it is a strong weapon in everyones, hands to achieve their goals. A teacher imparts education to the students to develop their skills and knowledge which further helps them to develop the confidence to chase their dreams. A teacher has to be passionate and obsessive about his/her profession. It is an impressionable field so a teacher has to have right social values, manners and style which must be reflected in his/her behaviour. A teacher has to stimulate the curiosity in the students. A teacher has to make learning pain free and enjoyable. She has to keep her students happy. As the students at times imitate the teachers she has to project right values in her behaviour. She has to be the change that she wants to see in her students. She has to provide various experiences related to the day to day life in order to make learning effective.

The researcher wants to take up this study because a junior college deals with very important groups of people. Junior college as an organization has goals to achieve by putting all its resources to the best possible use so that the maximum can be achieved. A junior college deals with the customers like any other any organization. These customers can be classified into internal customers and external customers. The internal customers of a junior college is its teachers and the external customers are its students. Every organization has to satisfy its customers and so has to a junior college. In a junior college the students are the raw material and the teachers are the processors. If this raw material is not processed properly not only it will be a loss for the teachers, students, the college but also for the society as a whole. As a product sent in the market has to be of a good quality, similarly the students should also be made good citizens so that they can give their best to the society and to the nation. The nation's
future is in the hands of its people. The students in the junior colleges are at
their adolescent age, it is the transition period from childhood to adulthood. It is an age
where students are very anxious and confused, they also have a feeling of
insecurity. There are rapid physical, psychological, behavioural and emotional changes
due to changes in the hormones. Changes in the behaviour are rather very rapid. It can
be called as a period of temporary insanity. Students want to be more independent at
this stage. They are surrounded with various problems. At times students are not only
problem for themselves but also for the parents, teachers and society. Their problems
generally include sex, marriage, religion and family relationships. One of the biggest
problem is the Identity Crisis i.e. Who am I? They are neither children nor are they
adults. The teacher who is aware of all these problems could be of a great help to
them. Thus it is therefore very important to handle such a group properly with care as it
is their transition period. The students at this stage must be taught to adapt themselves
to needs of the society. They have to be guided in a proper way as it is the age of
instability. Adolescents have various emotional problems as well. The chances of
indulging into bad habits are very high. Smoking and bunking college are some of the
common problems in adolescents. So they need to be guided properly as it is the
period when they come finishing their school life and expect a liberal college
atmosphere where they are given freedom and where there are no restrictions. Teachers
can play very important role in shaping their character at this stage the mental
development at this stage is very high so they must be guided to put all their efforts in a
productive manner. They think logically, reason out things, have wider memory span and
good concentration. At this stage they also develop the reading habits. Earlier the
students used to read good literature but now-a-days due to wrong exposure they
maybe attracted to cheap and unhealthy magazines. So a teacher can definitely instill in
them the habit of reading the right books useful for them. A language teacher can play
an important role in developing good communication skills in them. Students imagine
excessively at this age, they are much into the habit of day dreaming which is no doubt
very good for them to remove their frustration. However too much of could be
dangerous. It may give rise anti-social behavior, delinquent adolescence etc. As the
students are into excessive imagination their aesthetic sense can be well developed by
involving them into various curricular and co-curricular activities such as motivating them to take part in the various activities such as elocution, debate, essay writing. They should look up to the right heroes, the ideal men and women. They must have a strong desire to serve the country. They must love their country wholeheartedly as many at this stage dream to go abroad for further studies and settling down there. The physical development at this stage is also of much importance as the students at this stage are full of energy and much interested in muscular development. Brain is developed to its maximum so the social behavior of the adolescents also change to a large extent thus their energy has to be used for productive things. They should be encouraged to take part in various sports.

They have mood swings and are highly unpredictable. Anxiety level at this stage is also very high. They are not only highly instable but also have ego problems. If they are much dominated then they become very rebellious. They are not good with their parents and generally don’t like their interference. Communication with the parents also becomes less. The children also have different issues related to the religions. They are generally very confused have a number of doubts about the same. The teachers have to make proper attempt to clear their such doubts before any wrong and unwanted things get registered into their minds. It is also very difficult for these young children to make social adjustments. They are under the strong influence of their peer pressure. They have a strong emotional bonding with their peer group. Boys and girls tease each other, which sometimes become very serious. The fight between the young boys is also very common and the cause behind it is generally attraction towards girls. A teacher has to deal with such cases very tactfully. Adolescence is a period of stress and storm. Thus due to interference of the parents and teachers may make the children more aggressive and rebellious. Therefore the teachers and parents should motivate them in a positive way which should help them to develop logical thinking and positive attitude towards life. Now adays mental health is at stake. In order to be happy and successful in life one should know to control his emotions. In the present context where there is so much exposure of wrong things and the children are also at a stage where they are more
experimental, there is need of proper counselling and guidance to prevent them to indulge into wrong habits.

Thus the adolescents face various problems as it is their transition period for them. Coming from school into a different college atmosphere they sometimes are extremely lost. By guiding them properly in order to prepare them for their degree college and thereafter good citizens is the responsibility of the teachers. Education provided to them should enable them to make a good career and be successful in whatever they do. All their hidden talents should be extracted by providing them appropriate opportunities to showcase their talent. Teachers have to help them to become good citizens and good humans. Considering all the above factors we can say that junior college teachers have to deal with a very important group of teenagers. The responsibility to mould them into productive and sound citizens is in their hands. They not only have to teach the curriculum but apart from that have to play a very important role in converting the students in their hands into superior products. Guiding them on the right path, putting little extra efforts to make them good citizens is possible only when they themselves have the right passion and are professionally satisfied. Their job satisfaction can be guaranteed with a good and healthy organizational climate which would result in to healthy classroom climate as well. If the teachers themselves are working under pressure and stress it would have a very negative impact on the students. When the teachers have number of problems at their work place they would not be able to solve the problems of their adolescent students and guide them in right direction, infact they would not put any extra effort to make any change in the life of the students the job of a teacher does not end with the completion of the academic portion, a good teacher must have an ever lasting impression in the minds of the students. It is well said that the destiny of a nation is shaped in the classrooms, that itself speaks a lot about the responsibility of a teacher.

Not only the students should be turned into good citizens but it is also the responsibility of the teachers to see to it that students are equally good in their academics. They should be properly prepared for their exams, so they come out with flying colours and
choose right career for them. Teachers must also help the students to develop interest in their studies. Students’ academic achievement depends upon the marks scored by them. Students’ academic achievement would be excellent if the teachers are motivated to teach and the students are motivated to learn and this indeed requires a good climate in a junior college. Thus junior colleges climate, job satisfaction of teachers and academic achievement of the students are closely related to each other. A healthy junior college climate leads to job satisfaction of teachers and that further results in to a better academic achievement of students.

1.3D LIMITATIONS AND DELIMITATION OF THE STUDY

1. Even though the study could have been conducted in the other sections such as the school and the degree colleges but it is restricted to the junior colleges of the Greater Mumbai.
2. The study is restricted to only English Medium Jr. Colleges as in most of the junior colleges the medium of instruction is English.
3. The study could have been conducted taking into account the marks of XI standard students as well however it is the board exams marks which are of importance thus the study is restricted to STD-XII students only.
4. The climate of a junior college is important and the teachers are of junior colleges should be satisfied with their jobs. It is very important as the junior college teachers are handling the adolescence and the students are into transition period, it is time when they think of making their career choice. The teachers if not satisfied will not be able to influence the students in a right way which may affect their performance in the exams. Although there are other factors which can be studied in the junior colleges but the study is restricted to the organizational climate, job satisfaction of the teachers.

1.3E WORK PLAN AND METHODOLOGY

The researcher would study the organizational climate of aided, unaided and minority junior colleges. The study would include job satisfaction of male and female teachers of aided, unaided and minority junior colleges. The study includes the academic
achievement of aided, unaided and minority junior colleges. The study includes arts, commerce and science junior colleges.

1.3F RESEARCH METHODOLOGY
The study will be conducted by the SURVEY METHOD (areas to be considered through random sampling)

- **SAMPLE**: The researcher would collect data from approximately 20 different aided, unaided and minority junior colleges of greater Mumbai. The sample consists of teachers and students of aided, unaided and minority junior colleges. The data would be collected from arts, commerce and science junior college teachers and students.

The statistical techniques like T test, correlation and ANOVA would be used to analyse the data and interpretation.

1.4 ORGANIZATION

**INTRODUCTION**: Research is a systematic investigation to explore new knowledge. It is a creative work that one undertakes to increase knowledge. It is a journey from known to unknown. A good research aims at discovering the truth. It is a rigorous investigation of a situation or a problem in order to generate new knowledge or validate existing knowledge. A good research requires proper planning, the ultimate objective of the research has to be finalised. This would help to save the time and energy of the researcher. Plan for the research further involves finalizing about the problem or the questions that come in the mind of the researcher. Based on the problems or the questions one has to finalise the one on which the study would be conducted. Once the topic of the study is finalised the researcher has to then decide about the procedure to be undertaken and the techniques to be used to find out the facts.
A research needs a proper structured path to discover the facts. There are certain stages in the research work. These stages sometimes may overlap or they sometimes bypass or can be eliminated. Whatever the case may be a proper research design is a must in order to conduct the research in systematic and scientific manner. The required information has to be collected through a systematic and scientific research process. The main reason behind any research is the desire to know. It may be just to discover some new knowledge or to find out the relationship between certain variables.

**NEED**: - The most important component of the research is to make a research design. A research design is a detailed outline of how the research will be conducted, how the data will be collected by employing the different instruments and how the data would be analysed. It is a blueprint of the research to be undertaken. It provides a framework to the researcher so that the research can be undertaken smoothly. It provides guidance for collecting the required data through the proper tools. Once the research is made it becomes easy for the researcher to start with his findings without any wastage of time and energy.

All research is concerned with the elements of observation, description and analysis of what happens under certain circumstances. All the researches can be classified as follows:

1. **BASIC RESEARCH**: It is the research that is undertaken for enhancing the knowledge. There is no immediate commercial potential for welfare of humans, animals or plant kingdom in such a research. It is a pure research. It is not for creating or inventing something but just to expand man's knowledge. It is generally very vast and consumes a lot of time.

2. **APPLIED RESEARCH**: It is not for acquiring knowledge but to solve the practical problems. It aims to improve human conditions. It is a costly research and is conducted on a large scale.
3. **QUANTITATIVE RESEARCH:** It is basically concerned with numbers. It measures the quantity and a comparison is made with past records and projection is made for future. It is a systematically empirical investigation of quantitative properties.

4. **QUALITATIVE RESEARCH:** It is concerned with collecting, analysing and interpreting the data by observing what people do and say. It is subjective in nature. The nature of this type of research is exploratory and open ended. It can be further classified as:
   - Case study
   - Historical study
   - Descriptive study
   - Exploratory study etc.

The following steps are involved in the process of a systematic research process:

- **DEFINING THE RESEARCH PROBLEM:** The first and the most critical step in the process of research is the problem in hand. What the researcher is seeking, what is to be uncovered, what is the purpose etc. A research can be started only when one is clear with what is to be sought and why? It requires a lot of analysis to define the research problem. A research problem can be defined as “A gap or uncertainty which hampers the process of efficient decision making in a given body of knowledge.” The path of the research enquiry has to be very specific and scientific in order to derive the desired result.

- **FORMULATING THE RESEARCH HYPOTHESIS:** The next after the research problem is defined, and the researcher knows what is he seeking and for what purpose, the hypothesis are to be formulated. Hypothesis is the presumptions which may be true or not. Hypothesis could be any assumptions that the researcher has made on the probable direction of the results that might be
obtained at the end of the research. A hypothesis can be proven or disapproved by the valid and reliable data.

- **DEVELOPING THE RESEARCH PROPOSAL**: After the research problem is defined and the hypothesis to be tested are formulated, the next step is to develop a research proposal. A research proposal must contain the research problem, hypothesis to be tested, objectives of the study, need of the study, scope of the study, limitations of the study, techniques to be used to analyse the data. It is a flexible contract about the proposed methodology and once it is accepted, then the research is ready for initiation.

- **RESEARCH DESIGN**: Once it is decided what type of research has to be conducted, that is once the nature of the research is planned, that is whether it is an exploratory research, descriptive research, or just casual research, then the research design has to be designed or developed. A research design basically deals with that how the problem at hand will be investigated.

- **SAMPLING**: This deals with deciding from whom the data will be collected for investigation. In a research, the entire population cannot be studied, thus a part of it is selected as its representative. This is called as the sample of the study. The two types of sampling designs that are available to the researcher are probability and non-probability. The selection of the sampling design depends upon the nature of the research. Further, the researcher must see to it that the size of the sample is optimal so that the desired result can be achieved by applying proper statistical techniques.

- **PLANNING AND COLLECTING THE DATA FOR RESEARCH**: Planning and the collection of the data depend upon the kind of research design. With a sampling plan, we can identify the population under study and the data collection plan helps in working out ways how the required data can be obtained from the
concerned population under the study. This step is very important in the research process to ensure the reliability and the validity of the data collected.

- **REFINING AND ANALYSIS OF THE DATA**: After the data is collected it has to be properly refined and processed in the required format so that it can answer the required questions in the research and help to test the formulated hypothesis. This requires the editing of the data, coding and tabulation in such a manner so that it can be tested statistically.

- **DATA ANALYSIS AND INTERPRETATION**: After the data is collected is tested statistically, the values obtained have to be analysed with respect to the objectives of the study and on the Basis of the hypothesis of the research. Various statistical techniques are available to test the hypothesis such as parametric and non parametric tests which can be selected on the basis of the study. These techniques should be carefully chosen as the wrong techniques would have adverse effects on the result of the study. Once the data has been and it is properly summarized it is the skills of the researcher to link the result with the objectives of the study.

Thus the process of research includes the following steps:

- Defining the research problem
- Formulating the research hypothesis
- Developing the research proposal
- The research design
- Data collection and sampling plan
- Data collection
- Data Refining and preparation
- Data analysis and interpretations of the findings

The researcher reviewed various articles, studies researches etc. conducted on the various issues, before finalising the research problem. The researcher being from
management background was interested to know about the climate of the organizations and whether it affects the level of job satisfaction of the employees or not. The researcher was interested to know the climate of the organization and how it has an impact on the performance of the employees. Further it was modified to the study of the organizational climate in respect of the junior colleges and whether that has any effect on the level of job satisfaction of the teachers and the academic achievement of the students. Thus the research topic was finalised as “THE EFFECT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION OF TEACHERS AND THE ACADEMIC ACHIEVEMENT OF STUDENTS IN RESPECT OF THE JUNIOR COLLEGES OF GREATER MUMBAI”.

The present research “The effect of organizational climate on job satisfaction and academic achievement of students in respect of junior colleges of Greater Mumbai” is a descriptive research. The descriptive research is a study that is designed to describe the participants of the study in a systematic way. It is all about describing the collected facts. It involves observing and describing the behaviour of a subject without influencing it in anyway. It is undertaken to describe certain situations, programme, phenomenon etc. This type of research is conducted to analyse certain specific hypothesis. It is so because the researcher wants to describe certain specific facts and the behaviour as they occur in the environment.

After the research topic was finalised the hypothesis to be tested were formulated. Hypothesis is the assumptions that the researcher wants to test through the research. This hypothesis may be accepted or rejected at the end of the study. The hypothesis may be null or alternative. A null hypothesis is the one which is formulated with an intention of rejection. Rejection of null hypothesis leads to the acceptance of the alternative hypothesis. The researcher has formulated the following null hypothesis for the study:

HYPOTHESES:-
1. There is no significant relationship between organizational climate and job satisfaction of Junior College teachers.
2. There is no significant relationship between organizational climate and job satisfaction of teachers of aided junior colleges.
3. There is no significant relationship between organizational climate and job satisfaction of teachers of unaided junior colleges.
4. There is no significant relationship between organizational climate and job satisfaction of teachers of minority junior colleges.
5. There is no significant difference in Organizational climate as perceived by the male and female teachers of junior colleges.
6. There is no significant difference in organizational climate as perceived by the male and female teachers of aided junior colleges.
7. There is no significant difference in organizational climate as perceived by the male and female teachers of unaided junior colleges.
8. There is no significant difference in organizational climate as perceived by male and female teachers of minority junior colleges.
9. There is no significant difference between Job satisfaction of male and female teachers of junior colleges.
10. There is no significant difference between the job satisfaction of male and female teachers of aided junior colleges.
11. There is no significant difference between the job satisfaction of male and female teachers of unaided junior colleges.
12. There is no significant difference between the job satisfaction of male and female teachers of minority junior colleges.
13. There is no significant relationship between organizational climate as perceived by the teachers and the academic achievement of the junior college students.
14. There is no significant relationship between job satisfaction of teachers and academic achievement of junior college students.
15. There is no significant relationship between the organizational climate of aided and unaided junior college teachers.
16. There is no significant relationship between job satisfaction of aided and unaided junior college teachers.

17. There is no significant relationship between the academic achievement of the aided and unaided junior college teachers.

SAMPLE: Every research has certain objectives which are to be translated into questions. Once the objectives are translated into the questionnaires, the researcher has to decide from where and from whom the required information is to be collected. Thus it is very important in research to select an appropriate sample from whom the required information will be collected. A small part or piece can be selected from a large population. Population is the group of people that is the part of a particular survey or study. The sample is the representative of that large group. There are five types of sampling namely Random, Systematic, Convenience, Cluster and Stratified. Often the sample is selected randomly. The size of the sample depends upon the type of study to be undertaken and the type of information to be collected.

For the present study also the researcher has collected data from the junior colleges of Greater Mumbai selected on the random basis. The data was collected from the following junior colleges:

1. Ashish Junior College, Ishwar Nagar, Bhandup (W).
2. Asmitha Junior College, Kannamwar Nagar, Vikhroli (E).
3. Bright High School and Junior College, Bhandup (W).
4. Eden High School and Junior College, Safed pool, Sakinaka.
5. Guru Nanak Junior College of Arts, Commerce and Science, GTB Nagar, Sion.
6. Karthika High School and Junior college of Science and Commerce, Kurla (W)
7. Michael High School and Junior College, Kurla (W).
9. PVG’s Vidyabhavan Junior College of Science, Ghatkopar (E).
11. Ramlingam educational Foundation’s English High School and Junior college, Govandi.
12. Sandesh Vidyalaya and Junior College, Vikhroli (E).
15. S.N.G College of Arts, Commerce and Science, Chembur.
17. Shri V.L Napoo High School and Junior College of Commerce, Chinchpokli (E).
20. Vidyaniketan Junior College, Pant Nagar, Ghatkopar (E).

The data for the research was collected from the above junior college teachers and students. The sample size consisted of 425 Teachers and 7,695 Students. The researcher has taken junior college as an organization and the samples are the junior college teachers and the students.

- **VARIABLES**: - Variables are further important components of a research. In simple words anything that can vary is a variable. The two most important variables in cause and effect relationship are independent and dependent variables. Independent variables are those where the research has control, the researcher here feels that it has some effect on the dependent variables. The dependent variables show the effect of manipulating or introducing independent variables. The changes in the dependent variables occur due to the changes in the independent variables.

In the present study the variables are:-

- **INDEPENDENT VARIABLE**: - Organizational Climate as perceived by the teachers of the Junior Colleges.
- **DEPENDENT VARIABLES**: - Job satisfaction of the teachers and the academic achievement of the students of junior colleges.
• The researcher here wants to find out whether there is any effect of the junior colleges’ climate on the job satisfaction of the teachers and the academic achievement of the students.

• **TOOLS:** Theories cannot be constructed without the tools. Tools help to analyse the hypothesis. There are various tools that can be used in research. A tool should be such which can help the researcher to test the hypothesis. A tool is designed depending upon the research to be undertaken. A tool is an instrument that is used to collect the data. The various types of tools are Questionnaire, Checklist, Interview, Observation, Records, Experiment, and Survey etc.

For the present study the researcher constructed two questionnaires as follows:

A. Questionnaire to collect the data on the organizational climate of the junior colleges as perceived by the teachers.

B. Questionnaire to collect the data on the level of job satisfaction of the junior college teachers.

The researcher constructed the above two questionnaire on 5 point scale as:

- Strongly agree
- Agree
- Undecided
- Disagree
- Strongly disagree

Whenever any measuring device or a particular test is used in the process of data collection, it is important to test its validity and reliability. It would be useless if it is not able to measure properly the required data.

Test Validity: Validity means to what extent the tool would be able to measure truly what the researcher actually wants to measure. One must not have difficult time constructing the tool otherwise further it would be more difficult to measure the data. It has to be
what the researcher is actually concerned with. Thus to test the validity of the tool it was
given to the various experts.

Each Questionnaire consisted of 50 statements on organizational climate and 50 on the
on job satisfaction of the teachers. Both the tools were given to 30 experts, these
experts consisted of principals, lecturers, teachers and the other ph. D holders from the
teaching field for the test validity.

They all gave their valuable suggestions and guidance on the basis of which the
researcher constructed the tools for the organizational climate and the job satisfaction of
the teachers considering the guidelines given by the experts.

The data was collected by selecting different junior colleges in different areas of Greater
Mumbai on random basis. As there are different streams in the junior colleges the
researcher collected the data only from the arts stream junior colleges, commerce
stream and the science stream junior colleges and the other vocational colleges were
not considered. The researcher collected the data from the aided colleges i.e colleges
which have government aid, the unaided colleges those are the private colleges, which
don’t get any aid from the government and the minority colleges those are ones which
are run by a minority groups.

It is important to take the permission from the concerned authorities to collect the
required data, which is always a difficult and time consuming task.

The researcher approached the principals and the other higher authorities of the various
colleges seeking permission for the collection of the data. Many principals refused to
give the required data saying it’s confidential, so the researcher was not allowed. In
certain colleges the principals allowed the researcher to collect the information from the
teachers through the questionnaires however they refused to give the consolidated
mark sheets of the students. After seeking the permission from the principals of the
above mentioned colleges the researcher went ahead with collection of the data. First of
the entire researcher met the teachers of the above said colleges, explained them about the topic of the research, the questionnaires and how they have to respond. They were also told that the information provided to them will be kept confidential and would be used only for the research purpose.

**TEST RELIABILITY**: It is another important step in the process of the data collection. It refers to the consistency of a test, survey, observation or other measuring device. A reliability co-efficient is often the statistic of choice to determine the reliability of a test. It represents a correlation which measures the the relationship between two or more variables. It can be done through: - Test- Retest-Reliability, Parallel Forms Reliability, Inter-Related-Reliability etc.

The researcher took up test retest reliability method for the present research. It refers to the test’s consistency among different administrators. To determine this type of reliability, the same test is to be given to a group of subjects on at least two separate occasions. If the test is reliable the scores that are received on the first administration should be similar to the scores on the second. We would expect the relationship between the first and the second administration to be a high positive correlation.

To see the test reliability the researcher gave the questionnaire to 50 teachers and after getting the response from them the same was given to them after 15 days. The result of the test reliability was found after testing the data collected from them. The reliability of the test showed the following result:

<table>
<thead>
<tr>
<th>SPLIT-HALF RELIABILITY ORGANIZATIONAL CLIMATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability Statistics</td>
</tr>
<tr>
<td>Cronbach's Alphas</td>
</tr>
<tr>
<td>N of Items</td>
</tr>
</tbody>
</table>
The result shows there is correlation between the tests given at the two different occasions.

The researcher collected the data in two forms from the above colleges. The two questionnaires duly filled in by the teachers will be one on the organizational climate and the other on the job satisfaction. The other data was about the academic performance of the students for which their higher secondary board marks for the year 2014 was collected.
1.5 HYPOTHESIS

- Hypotheses are nothing but the assumptions which the researcher wants to examine. They may or may not be true. The enquiry begins on the basis of these statements. The hypothesis is written in such a way that they can be accepted or rejected after collecting the data from the reliable data. A hypothesis may be true or false. Hypotheses are tested on the basis of the collected information from the sample. The hypothesis to be tested may be:

  - Null hypothesis: When there is an intention of getting rejection it is called as the null hypothesis. It is the opposite of what is desired. These hypotheses are denoted as Ho. Eg. There is no relationship between the advertisement and sales.

  - Alternative hypothesis: When a null hypothesis is rejected and in place of that another is accepted then that hypothesis is called as an alternative hypothesis. Such an hypothesis is denoted by H1.

Thus designing hypothesis is a very important step in the research procedure. Hypothesis should be designed on the basis of the following criteria:

A hypothesis must be very simple, clear and declarative.

- It must test only one relationship at a time.
- It should be measurable and quantifiable so that its authenticity can be established.
- It must be on the basis of the existing literature and must not be subjective.
- It must involve the testing of the statistical significance of hypothesized relation.

The formulated hypothesis can be of two types as follows:

Descriptive Hypothesis: These are just the simple statements about a trend or a particular behaviour of the population. Eg. The unemployment in rural areas is increasing.

Rational hypothesis: These are those which state the expected relationship between two variables. These type of hypothesis involve the words such as increase, decrease,
more than or than. Eg. Lower the motivation among the employees higher will be the turnover rate.

Considering the above points 17 Hypothesis were formulated to analyse the organizational climate as perceived by the teachers of the junior colleges, their job satisfaction and the academic achievement of the students of std XII.