SUMMARY

The concept of organizational climate has emerged as a forceful theoretical construct to explain various organizational processes, because it considers the individual, its work environment and the end variables in the organization in a meaningful schema. However, recently the credibility of the concept has been doubted to the extent that Johannesson (1973) declared it redundant with job satisfaction. Since a large number of empirical studies demonstrated that the redundancy hypothesis is non-issue. Even though, such doubts needs clarity. As a result the literature in this connection obviously advances three alternative hypothesis - Job Satisfaction and organizational climate are redundant or a causal relationship exists between job satisfaction and climate or a third common mediating variable such as motivation is responsible for the correlation between job satisfaction and organizational climate.

The present study tried the tenability of the above stated hypothetical statements. A sample of 80 bank employees from nationalized banks of Rohtak, Haryana, was taken. The employees varied in their experience and hierarchy. Subjects were asked to undertake a questionnaire of organizational climate in terms of Litwin and Stringer (1968), a job satisfaction scale by Nuthayya (1973), and Kapoor's (1980) motivational analysis test. The scores
for various tests were analyzed by analysis of variance, multiple regression and product moment correlation. The dependent scores analyzed were job satisfaction score, perceptions of existing organizational climate and of ideal climate, career, assertiveness, and self sufficiency motivations.

Analysis revealed that employees at various hierarchical levels vary in their perceptions of 'rewards' dimension of organizational climate. The effect of hierarchical level was none for other variables. The employees varying in their experience were found to be significantly differing for the perceptions of 'responsibility' and in their 'career motivation'.

Analysis of variance revealed that either of the motivation was not significant source of variability in job satisfaction. Both, existing and ideal organizational climate variation significantly effected the job satisfaction. However, job satisfaction significantly effected the discrepancy between ideal and existing climate. Multiple regressions and correlation between job satisfaction and predictors as climate and motivations were highly significant and positive. Among the motivations, career along with existing climate and self sufficiency along with ideal climate are better predictors of job satisfaction. Highly significant positive correlations were obtained between organizational climate and job satisfaction. Partialing out motivation effect
could not change this relationship. Only career motivation and job satisfaction was positively significant. The correlation between existing climate and motivations were negatively non significant. Although ideal climate was significantly negatively correlated with self sufficiency motivation. Partialing out job satisfaction effect was also ineffective. It is concluded, job satisfaction and organizational climate are not redundant as positive perfect correlation was not evident. Alternatively, regression and analysis of variance favoured causal hypothesis. Motivation cannot serve a mediating or common variant for job satisfaction and organizational climate. Although achievement or career motivation seemed to be relevant. Thus achieving work environment enhances the perceptions of better organizational climate, which relates to job satisfaction, what every worker or individual seeks from job or job environment or the organization as such.