CHAPTER 2

MAIN THEME OF THE THESIS

2.1 REVIEW OF LITERATURE

In this chapter the literature on perception of organizational climate and its factors, impact of organizational factors on job satisfaction, employee commitment, work life balance, motivation, interpersonal relations, employee engagement and employee turnover intentions are summarized below. The chapter reviewed various documents deemed relevant to the study, which included journals, textbooks, websites and newspapers on organizational climate factors. This chapter was presented thematically according to the study objectives.

Syed Ahmad Raza (2010) aims to explore the Relationship between Organizational Climate and Performance of Teachers in Public and Private Colleges of Punjab and revealed that majority of public and private colleges prefer open climate and open climate have highly positive correlation to teachers performance. Principals behavior is having an influence on teachers performance, the teachers liked the thrust behavior rather aloofness behavior of principals. Their found disengagement behaviors among teachers in public colleges that will affect performance of the teachers, this study suggest that steps have to be taken to discourage disengagement behavior of teachers in public colleges.
Veenu Khurana (2013) has studied Organizational Climate and Job Satisfaction of Teachers in Schools in Urban Schools of District Panchkula, has found that teachers working in open climate are enjoying very high level of job satisfaction and job satisfaction of teachers differ significantly as the organizational climate differs from school to school. Open climate is helpful for very high level of job satisfaction among the post graduate teachers of higher secondary schools.

Raji Reddy (2011) has compared Organizational Climate and Job Satisfaction in Public Sector Enterprises and Private Sector Enterprises, revealed that private sector employees are more satisfied than public sector enterprise employees, organizational climate of private sector employees are perceived better compared to the climate of public sector employees. The relationship between job satisfaction and organizational climate was found significant.

Monia Lola Castro (2008) has studied the Relationship between Organizational Climate and Employee Satisfaction in a South African Information and Technology Organization and found that the respondents from different race groups did not report differences in terms of job satisfaction and total organizational climate scores. The respondents with the organization for one year or less has reported the highest level of job satisfaction than any of the other tenure groups and they had more positive towards organizational climate than others who had been with the organization for more than ten years.

Rozita Rosli (2000)explored the Relationship between Organizational Climate and Job Satisfaction: A Study of Selected Secondary School Teachers in Government and Private Schools in Kuala Lumpur has found the organizational factors like organizational identification, responsibility, warmth and support, personal support, personal support,
organizational structure and reward have significant relationship to job satisfaction among teachers. The study indicates that there is a statistically significant difference between government and private secondary school teachers in terms of job satisfaction and also on the perception of organizational climate. The study reveals that overall teacher’s perception of climate and the level of job satisfaction, and the factors influencing the perceptions of climate in government and private secondary schools are different.

Garry Gelade & Mark Ivery Lloyds (2003) examined the Impact of Human Resource Management and Work Climate on Organizational Performance and found significant correlation between work climate, human resource practices and business performance. The results show that the correlations between climate and performance cannot be explained by their common dependence on HRM factors, and that the data are consistent with a mediation model in which the effects of HRM practices on business performance are partially mediated by work climate.

Jai Sinha et al. (2001) studied Societal Beliefs, Organizational Climate, and Managers’ Perceptions and examined how traditional societal beliefs affect organizational climate, and how the two, independently or jointly, shape managers' self perceptions. It also investigates the impact of the levels of development on societal beliefs, organizational climate, and managers' self-perceptions. Results confirmed that the traditional societal beliefs affect organizational climate; but it is the organizational climate that has a deeper impact on managers' self perceptions.

Monica Browne (2002) explored the Relationship between Organizational Climate and School Performance in New Jersey Urban Elementary Schools it was found that high performing schools have healthier climates than schools with lower average scores. The differences in the levels
of institutional integrity, academic emphasis, teacher affiliation, and overall health between high and low performing schools were found to be positively significant.

Malcolm Patterson et al. (2004) has studied Organizational Climate and Company Productivity: The Role of Employee Affect and Employee Level and revealed that productivity was significantly correlated eight aspects of organizational climate (e.g. skill development and concern for employee welfare) and with job satisfaction. And also found that the managers’ perception of climate would be more closely linked to company productivity than would those of non-managers. Managers’ assessments of most aspects of their company’s climate were significantly more positive than those of non-managers.

Jennifer Shu-Jen Lin & Shu-Cheng Lin (2011) examined Moderating effect of organizational climate on the relationship of organizational support and service oriented organizational citizenship behaviors and found that organizational climate may be explanatory to the moderating variables in the relationship between employee-perceived organizational support and service-oriented organizational citizenship behaviors. In other words, under a certain organizational climate, when employees sense that they are valued and cared for by the organization, they may exhibit more service-oriented organizational citizenship behaviors and organizational climate or other cultural factors play a key moderating role in the occurrence of voluntary organizational citizenship behaviors. Further this study found out that the work environment characterized by positive organizational climate does not bring direct spill-over effect to the interactive relationships between the employees and the customers and the organizational climate only has moderating effects on the relationships between organizational support and loyalty/service delivery-related service-oriented organizational citizenship behaviors.
Vandana Khetarpal (2010) identified Role of Interpersonal Communication in Creating Conducive Organisational Climate and found that Interpersonal Communication has a major impact in creating a conducive organisational climate. As Communication affects coordination of effort, job instruction, performance feedback, group effort, motivation of employees, interpersonal relations and other such factors, which directly or indirectly act influentially in creating a conducive Organisational Climate.

Robert Riggle (2007) examined the Impact of Organizational Climate Variables of Perceived Organizational Support, Workplace Isolation, and Ethical Climate on Salesperson Psychological and Behavioral Work Outcomes has found the climate variables such as perceived organizational support, ethical climate, and trust do positively impact sales person psychological and behavioral outcomes.

Lynn Shollen et al. (2009) has studied Organizational Climate and Family Life: How These Factors Affect the Status of Women Faculty at One Medical School and evidenced that the medical schools, academic health centers and institutions of higher education stand to lose a valuable resource if they fail to address the gender climate and issues related to balancing work and family responsibilities.

Seth Ayim Gyekye (2005) investigated the relationship between job satisfactions on safety climate and examined the relationship between job satisfaction and workers’ compliance with safety management policies and accident frequency. A positive association was found between job satisfaction and safety climate. Workers who expressed more satisfaction at their posts had positive perceptions of safety climate. Correspondingly, they were more committed to safety management policies and consequently registered a lower rate of accident involvement. The results were thus consistent with the notion
that workers’ positive perceptions of organizational climate influence their perceptions of safety at the workplace.

Leslie Tower et al. (2011) has compared the perceptions of extension faculty with non-extension faculty or university faculty and revealed that the perceptions of the faculty members towards workplace climate were in high-to-moderate range and extension faculty appeared to view campus climate more favorably than non-extension faculty.

Cilliers & Kossuth (2002) studied the relationship between organizational climate and salutogenic functioning and found a significant correlation between organizational climate and sense of coherence, locus of control and self-efficacy. This study recommends that Industrial Psychologists can act as facilitators in improving organizational climate by monitoring and enhancing the level of salutogenic functioning amongst its managers and staff members.

Mahmood Mirzamani et al. (2012) studied A Review of the Relationship between Employment Status, Educational Degree, Occupational Background and Organizational Climate with Job Satisfaction among Teachers from Training and Education Organization (TEO) at Baharestan Town, Tehran and it dealt with the review of relationship between job satisfaction and organizational climate and other factors among teachers of Training and Education Organization (TEO) from Baharestan Town, Tehran Province (Iran) and the founds that there is direct relationship among organizational climate and job satisfaction in teachers from TEO Organization at Baharestan Town. It was concluded that personnel’s job satisfaction will be increased in light of the existing positive and appropriate organizational climate.
Christopher et al. (2003) explored the “Relationships between psychological climate perceptions and work outcomes: a meta-analytic review and used meta-analytic procedures to examine the relationships between individual-level (psychological) climate perceptions and work outcomes such as employee attitudes, psychological well-being, motivation, and performance, the findings of meta-analytic indicate that psychological climate, operationalized as individuals’ perceptions of their work environment, does have significant relationships with individuals’ work attitudes, motivation, and performance. Structural equation modeling analyses of the meta-analytic correlation matrix indicated that the relationships of psychological climate with employee motivation and performance are fully mediated by employees’ work attitudes and this study also found that the James & James (1989) PCg model could be extended to predict the impact of work environment perceptions on employee attitudes, motivation, and performance.

Meral Elci & Lutfihak Alpkan (2009) examined the Impact of Perceived Organizational Ethical Climate on Work Satisfaction and investigates the effects of nine ethical climate types (self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and procedures, and lastly laws and professional codes) on employee work satisfaction and it was found that the effects of ethical climatic factors on employee work satisfaction, self-interest climate type appears to negatively influence work satisfaction, whereas team interest, social responsibility and law and professional codes climate types are found to have positive impacts.

Saket Jeswani & Sumita Dave (2012) studied the Impact of organizational climate on turnover intention: An empirical analysis on faculty members of technical Education of India has explored the antecedents of organizational climate and its impact on turnover intention of faculty
members of various technical educational institutes of India the antecedents of Organizational climate viz Orientation, Supervision, Communication, Decision Making and Reward Management are independent variables and Turnover Intention is dependent variable. The results of this study found that among all the five antecedents of organizational climate only two antecedents’ viz. Orientation and Reward Management has significant impact on turnover intention.

Mehrdad Goudarzv & Chegini (2012) examined the Relationship between Organizational Climate and the Staff's Entrepreneurial Spirit’ and to analyze the relationship between organizational climate and the entrepreneurial spirit in the Guilan province Islamic Azad University in Iran and it was found that there is a significant relationship between the organizational climate and entrepreneurial spirit. The organizational climate variable can predict 28 percent of entrepreneurial morality. So this study recommends to pay adequate attention towards enhancing organizational climate is required.

Fauziah Noordin et al. (2010) studied Organizational climate and its influence on organizational commitment and the study revealed that the employees perceived the organizational climate of their organization to be at moderate level. Except continuance commitment all other components like normative and affective components has positive correlation with organizational climate.

Kristin Smith Crowe et al. (2003) explored Organizational climate as a moderator of safety knowledge-safety performance relationships and examined organizational climate for the transfer of safety training as a moderator of relationships between safety knowledge and safety performance. The trend in the results was consistent with the hypothesis that these
relationships would be stronger in the less restrictive (more supportive) organizational climate.

Joseph Wallace et al. (1999) investigates the relationship between the organizational culture, climate, and managerial values of a large Australian public sector agency and found that there is a strong link between specific organizational climate items and a number of managerial values dimensions and additional relationships between particular dimensions of culture, climate and managerial values are also reported.

Adela McMurray (2003) explores the relationship between organizational climate and organizational culture and find out the ways in which organizational culture evolves and becomes intertwined and intersect with organizational climate. It was found that climate features are most positive in those faculties whose subcultures are congruent with the leadership culture, and are least positive in faculty subcultures that are incongruent with the leadership.

Hesam Eshraghi et al. (2011) examined the Relationship between Organizational Climate and Leadership Styles of the Managers of Physical Education Offices in Isfahan Province and found that there is a significant relationship between organizational climate and leadership behavior of the managers. The correlation coefficient indicated a significant positive relationship between the autocratic leadership style and closed organizational climate and between democratic leadership style and open organizational climate. Further, a significant positive correlation was observed between the dimensions of organizational climate (goal, role, reward, procedures, and communication) and leadership styles of managers.
Abdulkadir et al. (2011) studied the influences of firm size, age and organizational climate on the adoption of strategic human resource management practices and the results indicate that only organizational climate significantly influence the adoption of strategic HRM practices by insurance firms in Nigeria. This therefore, implies that the conduciveness of an organization’s general climate (in terms of latitude to freely define goals and priorities, flexible work procedures, providing support to employees by managers, value for creativity, etc.) is a key antecedent to the efficient adoption of strategic HRM practices by firms operating in the Nigerian insurance industry.

Sonny Nwankwo et al. (2004) examined the effects of organizational climate on market orientation: Evidence from the facilities management industry and examines the impact of organizational climate factors on market orientation stances of facilities management firms. The results reveal that organizational climate has a determinant influence on market orientation stances.

Mojtahedzadeh et al. (2011) studied the Relationship between Organizational Climate and Commitment staff in Sosangerd Azad Islamic University and to identify the organizational climate dominated the university and examine the relationships between organizational climate and commitment made by staff as well as instructors working in Sosangerd Azad Islamic University. The results have indicated that there exists a significant correlation between organizational climate and committing to institution. Benfroni’s follow-up test showed that the commitment in staff is the most, whereas in faculty members it is the least. Also it is discovered that the perceived climate by staff was far higher than by other subjects.
Yinghong Wei & Neil Morgan (2004) analyzed the Supportiveness of Organizational Climate, Market Orientation & New Product Performance in Chinese Firms and the results indicate a positive direct relationship of market orientation on firms’ new product performance, with an indirect positive effect of supportiveness of organizational climate via its impact on market orientation and no support is found for a direct relationship between the supportiveness of a firm’s organizational climate and its new product performance. This study also indicate that in contrast to a number of organizational culture theory propositions and empirical findings in some consumer service industries, the impact of organizational climate on firm performance in a new product context is indirect via the firm’s generation, dissemination, and responsiveness to market intelligence. Further, this study’s findings indicate that managers should direct at least some of their efforts to enhance a firm’s market orientation at improving employee perceptions of the supportiveness of the firm’s management and of their peers.

Mohamed Rageb et al. (2013) studied Organizational Commitment, Job Satisfaction and Job Performance as a mediator between Role Stressors and Turnover Intentions A Study from an Egyptian cultural perspective and to explore (1) the effect of the relationship among role stress (role conflict, role ambiguity, role novelty and role overload) on job performance, job satisfaction, organizational commitment and turnover intentions; and (2) the situational relationships among job satisfaction, job performance, employee commitment to organizations and employee turnover intentions through a case analysis on college of management and technology (CMT) one of the Arab academy for science and technology and maritime transport. The findings of this study have shown significant relationships among the variables under investigation as well as they have shown contribution as a moderator. It is imperative to better understand how a CMT skilled staff member can effectively and efficiently cope and manage with role stress and
reducing or eliminating to a certain extent its negative effect on performance, satisfaction and commitment used in a way not to influence their intention to leave.

Robert Lichtman (2007) explored the Effects of an organization’s climate on performance of supply chain managers in Michigan: A Perception Study and to examine how organizational climate factors, such as opportunity for personal growth, development, advancement, etc., influence the degree that supply chain managers perceive their work situation as facilitating their giving their best effort (performance) to their work. The results indicated that of the six climate questions dealing with self-fulfillment, advancement, interpersonal relations, etc., supply chain managers who reported that their work environment facilitates putting forth their best effort indicated that they perceived their organization as providing a high degree of opportunity to achieve these factors.

Abdul-Nasser El-Kassar et al. (2011) investigated the effects of the seven dimensions of organizational climate (Structure, Responsibility, Risk, Reward, Warmth and Support, Conflict, and Expect Approval) on the three types of organizational commitment (Affective, Continuance and Normative). Results indicate that the affective commitment is highly correlated with five components of organizational climates: structure, responsibility, warmth and support, conflict and expect approval. Also, continuance commitment is impacted by three organizational climates: rewards, warmth and support, and structure. Moreover, normative commitment is significantly related with three organizational climates: rewards, warmth and support, and expect approval.

Madiha Rehman Farooqui (2012) explored different dimensions of Organizational Climate (OC) and establishes its relationship with OCB (Organizational Citizenship Behaviour). The effect of gender is also taken into
account. All the dimensions of the OC are found to be significantly related to OCB and gender has also an explanatory power towards OCB.

Ithan Gunbayi (2007) examined the difference in the levels of the variables related to the school climate factors among the teachers teaching social science courses, the teachers teaching natural science courses, and the teachers teaching art, music and physical education. As a result of the analyzes, all the teachers reported open climate in relation to the factors of team commitment, organizational clarity and standards, intimacy and support, autonomy, member conflict, medium climate in relation to the factors of risk and in reward.

Salam et al. (2008) compared organizational climate and nurse’s empowerment in specialty units at two hospitals in Egypt. It was found that was no statistically significant difference in the level of organizational climate between two hospitals, which the majority of nurses classified as moderate. Most nurses reported a moderate level of empowerment in both hospitals and there was a statistically significant positive correlation between organizational climate and nurse’s empowerment.

Frederic Gratto (2001) investigated the relationship between measures of organizational climate and measures of job satisfaction as applied to directors of physical plants and to determine the differences in the means for job satisfaction when controlling for gender, ethnicity, classification of the institution by size and type, number of years as director of physical plant at current institution. The research revealed that personal concerns, internal communication, organizational structure, and evaluation were the organizational climate factors related to job satisfaction for directors of physical plants. The eight job satisfaction variables investigated in this research were: decision-making; autonomy, power and control; relationship
with peers; relationship with subordinates; relationship with supervisor; 
salary; benefits; and professional effectiveness.

Cheng Yin Cheong (1985) was found the answer for the following questions: can the organizational climates of Hong Kong aided secondary schools be classified into some discrete climate types? How many types can be identified? what are their characteristics? and what their relationships with organizational effectiveness and leadership style? The results found that the organizational climate in Hong Kong aided secondary schools is mainly determined by two factors: social motivations and social control. The effect of organizational climate on perceived organizational effectiveness is mainly due to social motivations and the interaction effect is negligible. The finding of this study suggested that school administrators should improve the performance of the school by enhancing social motivations of their organization.

Shammari & Minwir (1992) differentiated organizational climate with other related concepts like job satisfaction, corporate culture, and leadership style.

McMurray & Adela (2003) uncovered the ways in which organizational culture evolves and becomes interwined with organizational climate. This has particular relevance at the sub-unit level where climate features are most positive in those faculties whose subcultures are congruent with the leadership culture, and are least positive in faculty subcultures that are incongruent with the leadership.

Monica Hemingway & Carlla Smith (1999) examined an occupation-specific model of the stress process in nurses in which specific organizational climate dimensions were hypothesized to affect withdrawal behaviors and injuries both directly and indirectly through the mediating effects of specific occupational stressors. This study revealed that direct
climate-stressor and stressor-outcome relationships to exist, as well as an indirect climate-outcome relationship.

Pablo Javier Crespell (2007) explored the way to fill that gap in literature by proposing and testing a theoretical model linking organizational climate, innovativeness, and firm performance. This study found significant positive correlations among climate for innovation, job satisfaction, and organizational commitment. The results of the study supported the model, finding a positive and significant relationship among all factors. Innovativeness is found to be affected by the organizational climate, innovativeness acts as a positive mediator between climate for innovation and firm performance. Climate for innovation is also found to have a positive, direct effect on firm performance.

Peter Hart et al. (2002) examined a theoretical model that integrates organizational climate, job satisfaction, contextual performance behaviors, and customer satisfaction. Structural equation analyses showed that turnover intentions and the extent to which employees focused on helping one another, rather than customers, influenced customers’ satisfaction with the organization’s products and services.

Abdul Latif et al. (2010) found hypothesized organizational climate highly affected the nurses’ job satisfaction in Bangladesh and these two concepts would be significantly correlated. The relationship between Organizational climate and job satisfaction was found to be significantly positive. Though, in this study, the causal effect of organizational climate on job satisfaction did not examined, significant relationship between them is important for determining the factors and improving the dimensions of organizational climate. Therefore, health care policy makers and nurse administrators should give emphasis on creating and maintaining a positive
encouraging organizational climate that will contribute in increasing the nurses’ job satisfaction in Bangladesh.

Abdulkadir Danlami Sani (2012) investigated the impact of strategic HRM practices on organizational performance of insurance companies in Nigeria as well as examining whether the effectiveness of strategic HRM practices on organizational performance is contingent on organizations’ work place climate. The results of the study have found that the relationship between strategic HRM practices and organizational performance in the Nigerian insurance industry is moderately influenced by organizational climate.

Irum Saba (2011) inspected job satisfaction level of academic staff in Bahawalpur. Important factors that have an impact on job satisfaction level are worked itself, pay, promotion opportunities, working conditions, job security and coworkers. Indicate that academic staff of the colleges is more satisfied with the work itself, pay, working conditions, job security and coworkers and less satisfied with the promotion opportunities.

Charles Glisson et al. (2008) incorporated the organizational theory and organizational characteristics in examining issues related to the successful implementation of mental health services. They followed the theoretical foundations of socio-technical and cultural models of organizational effectiveness, organizational climate, culture, legal and service structures, and workforce characteristics are examined as correlates of therapist turnover and new program sustainability in a nationwide sample of mental health clinics. From their study the results revealed by using General Linear Modeling (GLM) is that the organizations with the best climates as measured by the Organizational Social Context (OSC) profiling system, had annual turnover rates (10%) that were less than half the rates found in organizations with the worst climates (22%).
Mohsen Archin et al. (2013) investigated the role of organizational climate in the relationship between knowledge management and human capital in the Tax Office of Guilan province. The results of this research indicated that there is a positive and significant relationship between knowledge management and intellectual capital and if there is an appropriate organizational climate that is supportive of innovative ideas, this relationship will increase.

Frederic Gratto (2001) investigated the relationship between measures of organizational climate and to determine to find out the differences in the means for job satisfaction when controlling for gender, ethnicity, classification of the institution by size and type, number of years as director of physical plant at current institution, and type of institution. The analysis of this theses revealed that personal concerns, internal communication, organizational structure, and evaluation were the organizational climate factors related to job satisfaction for directors of physical plants. The eight job satisfaction variables investigated were: decision-making; autonomy, power and control; relationship with peers; relationship with subordinates; relationship with supervisor; salary; benefits; and professional effectiveness.

Debra Marie Yoder (2005) found out how emotionally-intelligent leadership affects organizational climate was explored. The results have found that the participants expressed no significant difference in their perception of the affect of emotional intelligence on the organizational climate.

Jason Robert Berry (2008) examined the relationships among perceptions of leadership practices, perceptions of organizational climate, and perceptions of organizational commitment within the context of church ministry settings. The researcher has done a detailed review of literature for the purpose of connecting the necessity of this research with the problem of
church pastor burnout and turnover as a consequence of a lack of pastoral and congregational organizational commitment within church ministry settings. This study attempted to analyze the unique dynamics of supervisor–subordinate dyads within church ministry settings as a means of developing practical suggestions for pastoral leadership strategies concerning the development of organizational commitment within churches. Results of the study revealed that subordinate perceptions of supervisor leadership practices, subordinate perceptions of church congregational climate, and subordinate perceptions of supervisor organizational commitment all influence subordinate self-reported organizational commitment. Results of the study also revealed that supervisor perceptions of subordinate organizational commitment and supervisor perceptions of church congregational climate both influence supervisor self-reported organizational commitment.

Sandika (2007) measured seven dimensions of organizational climate viz., communication, decision making, programme planning and implementation, supervision and guidance, organizational structure and personnel management. The revealed 45.0 percent of VLs perceived the organizational climate as favourable and less favourable perception was noticed with 40 percent of VLIs as compared to VOs and there is a significant difference between means of organizational climate perception of VOs and VLIs. Age, job experience, job involvement and job satisfaction had positive and significant association with organizational climate perception of Department of AH & VS by both VOs and VLIs job stress has a negative and significant relationship with organizational climate perception. The variables such is information seeking behaviour, perceived work load and availability of facilities and resources has shown non significant relationship in case of VOs while, education, training and perceived work load had a non-significant relationship with the level of organizational climate perception of VLIs. Provide adequate facilities, implement appropriate promotion scheme, and
increase the salary and salary increments were major suggestions expressed by both VOs and VLIs to improve the organizational climate of the department. In addition, VOs have suggested filling the vacancies and introducing the appropriate trainings to upgrade the knowledge and skill to improve the organizational climate. The other suggestion expressed by VLIs was consider the subordinate suggestions while developing and implementing the programmes.

Sinem Aydogdu & Baris Asikgil (2011) determined statistically significant relationship between job satisfaction, organizational commitment and turnover intention and the study found that there is significant and positive relationship with three dimensions of organizational commitment and turnover intention has a significant and negative relationship with job satisfaction and organizational commitment.

Jaime Castillo & Jamie Cano (2004) described the amount of variance in faculty member’s overall level of job satisfaction explained by Herzberg et al. (1959) job motivator and hygiene factors. Further this study investigates the suitability of a one-item versus a multi-item measure of overall job satisfaction. The faculty were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions.” The demographic characteristics were negligibly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. The factors “recognition,” “supervision,” and “relationships” explained the variability among faculty members’ overall level of job satisfaction. The one-item measure of overall job satisfaction was not different from a multi-item measure of overall job satisfaction.
Malcolm Patterson & Michael West et al. (2005) described the development and validation of a multidimensional measure of organizational climate, the Organizational Climate Measure (OCM), based upon Quinn and Rohrbaugh’s Competing Values model. Concurrent validity was measured by correlating employees’ ratings with managers’ and interviewers’ descriptions of managerial practices and organizational characteristics. Predictive validity was established using measures of productivity and innovation. The OCM also discriminated effectively between organizations, demonstrating good discriminant validity. The measure offers researchers a relatively comprehensive and flexible approach to the assessment of organizational members’ experience and promises applied and theoretical benefits.

Marcus Dickson et al. (2006) investigated the antecedents of climate strength by using data from the GLOBE Project. The study hypothesized that it would find greater climate strength in organizations with climates reflecting mechanistic as opposed to organic organizational forms. Although the study found a trend that uncovered significant and strong nonlinear effects, such that climates that are clearly mechanistic or clearly organic have strong climates, with weaker climates emerging for organizations with more ambiguous climates. These findings provide interesting new avenues to pursue in understanding the origins of climate strength.

Anthonia Adenike (2011) explored organizational climate as a predictor of employee job satisfaction of academic staff from a private Nigerian University. The study of the antecedents of job satisfaction is important because of the role it plays in job satisfaction of employees which in turn affects organizational productivity. The results of the study found that a significant positive relationship between these two variables.
Shobha & Deepa Vinay (2011) assessed the satisfaction of the customer service representatives through organizational climate inventory and job satisfaction scale. Nearly half of CSRs (46.67%) were not satisfied with their current position as it was not the best method to achieve their goals and dreams. More than half of the CSRs (56.67%) were moderately satisfied with their job, followed by 30.83 percent of the CSRs who falls under the satisfied category. Only 9.17 percent were found CSRs were highly satisfied with their current job and did not want to change their job. Regarding the climate of the call center 46.67 percents CSRs reported that the organization climate was of medium category. Majority of the CSRs (72.50%) reported for high level of communication flow. Except this most of the CSRs (75.83%) notified that the reward system of their organization was of medium level. while 55.83 CSRs felt that the support system of their organization was high. High level of warmth in the organization was felt by the 46.67 percent. Majority of the respondents were facing identity problem in their organization. It was found that most of the CSRs were not very satisfied with their current job and also the organisational climate was of medium level.

Mihail Aurel Titu & George Balan (2009 found the influence of organizational climate on the organization management, it was found that there is a strong connection, a mutual determination between the general management of the organisation and the state of the organizational climate. This study analyzed each factor at a time (task, structure, relationships, motivation, support, management, change, performance) that could realize the problematic of the organization regarding: the current activity, the satisfaction given by work, the system of motivating and stimulating the employees, the organizational communication, the quality of the relationships with the superiors, which allowed to present a series of conclusions and personal proposals to the managing team of the organization.
Abbas Madandar Arani & Parvin Abbasi (2004) indicated that there is a significant relationship between all sub factors of teachers’ job satisfaction and six dimensions of school organizational climate in both countries and this study also found that school organizational climate has more influence on teacher’s job satisfaction in India than in Iran.

Kaushik Kundu (2007) reviewed about previous study has observed that all the studies are broadly classified into three approaches: Multiple Measurement- Organizational Attribute Approach (MMOAA), Perceptual Measurements-Organization Attribute Approach (PMOAA) and Perceptual Measurement- Individual Attribute Approach (PMIAA). The first approach focus on organizational model, taxonomy, context, and structure, the second approach try to find out how the organization deals with its members’ perceptions. The third approach deals with individual perceptions on the organizational environment. Based on these approaches the dimensions of organizational climate have been evolved. The organizational climate has been divided into three parts that is Organizational climate from organizational viewpoint, Psychological climate from individual viewpoint and Collective climate considers shared individual perceptions of work environment and also considers the influences like technology, demographics, etc. finally he found that collective climate is one of the most effective model for diagnosing organizational climate.

Pushpa Veni & Ramachandran (2012) examined the effectiveness of organizational climate in the study organization based on seven dimensions such as ‘Reward and Recognition’, ‘Competency’, ‘Commitment’, ‘Environment’, ‘Involvement’, ‘Team work’, and ‘Management Effectiveness’ and found that there is a very strong effect of the organizational climate on the morale and satisfaction of the employees of the organization, majority of the
employees have high level of satisfaction that made them to express their positive response towards personnel policies, training and development.

Avinash Kumar Srivastav (2006) found that Self-Role Distance emerged as a determinant of Achievement, having negative relationship; Self-Role Distance and Personal Inadequacy become a determinant of Expert Influence having negative relationship; Role Overload and Personal Inadequacy become determinant of Extension, having positive relationship; Self-Role Distance, Personal Inadequacy and Role Isolation become a determinant of Control, having positive relationship; Role Stagnation and Personal Inadequacy emerged as determinant of Dependency having positive relationship; Intropersistive coping strategy emerged as a determinant of Affiliation, having positive relationship.

Deepa Awal & Stephen Stumpf (1981) found that organization and work group climates are different constructs; organization and work group climates were moderately correlated and had different relationships with job satisfaction and job involvement.

Reecha Ranjan Singh et al. (2011) indicated how various factors of organization climate correlates with job satisfaction in Telecommunication Sector and has found favourable organization climate enhanced job satisfaction in all four companies (Reliance, AIRTEL, IDEA and TATA).

Swaha Bhattacharya & Monimala Mukherjee (2013) has studied the organizational climate and work motivation as perceived by a group of employees engaged in private sector organization and they found that female group of employees have more favourable attitude towards organizational climate than that of the male group. Besides work motivation is better among the female group than male.
Olorunsola & Arogundade (2012) has investigated organizational climate and academic staff job performance in the federal and state universities. The result of the analysis showed that the predominant climate of federal universities was opened while that of the state was closed in terms of motivation, communication and resource availability. It was also revealed that lecturers’ job performance was at a moderate level in both federal and state universities. There was significant difference in the organizational climate of federal and state universities. While there was no significant difference in the job performance of lecturers in the federal and state universities. Based on this finding, it was recommended that university management should determine those factors that would enhance commitment and lead to effective goal achievement. Government and other education stakeholder should ensure that universities climate are made conducive through the provision of motivation, goal setting, communication, leadership style, decision making and other relevant educational facilities.

Om Raj Katoch (2012) intended to find out the factors which impact the level of satisfaction of college teachers in Jammu & Kashmir and the study found that the female college teachers are more satisfied with their job than maleteachers and income per annum is an important factor impacting the level of job satisfaction.

Ronna Dillinger & Eric Landru (2002) found that three groups have different views on cultural diversity and its advantages and disadvantages. The results of this study indicate that the attitudes and perceptions about diversity differ depending on the respondents' cultural background.

Suresh Kumar (2011) found that the respondents opinion towards perceptions organizational climate in Bhakra Beas management Board has been found unequally distributed. The means difference in perceptions group also found significant.
Susan Rankin & Robert Reason (2005) explored how students in different racial groups experienced their campus climates and found that students from different racial groups experienced their campus climates differently, students of color experienced harassment at higher rates than Caucasian students, although female white students reported higher incidence of gender harassment, further students of color perceived the climate as more racist and less accepting than did White students, even though White students recognized racial harassment at similar rates as students of color. The study suggests that to provide better understanding campus climate, and overcoming white privilege and resistance.

Bala Pronay (2011) studied the job satisfaction among selected non-government college teachers, and this study reveals that teachers were not satisfied with their job without work place and training. Based on the findings he suggest that some existing policies be changed and suggest that it is required to replace some old policies in case of promotion, equity of justice maintained in promotion and pay determination system.

June Poon et al. (1986) aimed to examine the relationship among organizational climate factors and measures of motivation. Based on the correlation analysis they found certain organizational climate factors such as risk and conflict, reward, identify, and support were significantly related to motivation.

Fred Luthans et al. (2008) investigated the positive psychological capital (consisting of hope, resilience, optimism, and efficacy) plays a role in mediating the effects of a supportive organizational climate with employee outcomes. From this study they found that employees’ psychological capital is positively related to their performance, satisfaction, and commitment and a supportive climate is related to employees’ satisfaction and commitment. The study’s major hypothesis that employees’ psychological capital mediates the
relationship between supportive climate and their performance was also supported.

Castro & Martins (2010) explored the relationship between organizational climate and job satisfaction to determine whether employees’ perceptions of the work environment influence their level of job satisfaction. The results indicated a strong positive correlation between organizational climate and the dependent variable of job satisfaction. This study provided support for the view that line managers and human resource practitioners should be aware that different biographical groups have different needs that can influence their job satisfaction levels and different perceptions of the climate within the organization and that this impacts on their behavior. The findings of this study indicated a positive relationship between organizational climate scores and job satisfaction scores and thus, regardless of how the dimensions are perceived, organizational climate has an influence on job satisfaction.

Amo Bjorn Willy et al. (2006) found the employee’s perception of organizational climate on internal entrepreneurship behavior towards innovation, The findings indicate that the organizations climate for internal entrepreneurship, as perceived by the employees, has a strong influence on their innovation behavior. The most important findings were that the regulative and the normative dimensions had a strong, positive and significant influence on the employee’s innovation behavior, while the cognitive dimension had no influence on the employee’s innovation behavior.

Sun Joo Yoo et al. (2012) explored the influence of employees’ perceptions of organizational climate on their technology acceptances toward e-learning in the workplace of South Korea and suggested that employees’ perceived organizational climate can influence their acceptance levels toward
e-learning, which implies the importance of addressing organizational issues while integrating e-learning into workplaces in South Korea.

Edward Sek Khin Wong & Teoh Ngee Heng (2009) measured job satisfaction of faculty members by using ten major factors corresponding to job satisfaction using the Herzberg Two-factor Theory to determine how these selected factors are related to job satisfaction of Malaysian faculty members. The study concludes with a finding that the major sources of job satisfaction for Malaysian faculty members are shown to be policy, administration, and salary. The relevant sources of dissatisfaction are personal achievement, personal growth, interpersonal relations, recognition, responsibility, supervision, the work itself, and the overall working conditions. This study found that based on comparison with the Herzberg Two-factor Theory, the motivator or intrinsic factors contributed more to dissatisfaction than satisfaction of faculty members. Conversely, the study also found that two hygiene factors, those of salary, and those of policy and administration, acted as significant contributors to the satisfaction of faculty members.

Anum Khan & Muhammad Ramzan (2013) examined the Level of Job Satisfaction (JS) in relation with Organizational Climate, Occupational Stress, Age and Gender and found that Organizational Climate and Occupational Stress have significant impact on the Level of Job Satisfaction (JS), Age Level doesn’t matter and have significant impact but in Gender; Males were more satisfied than Females.

Kunlarat Promthaisong et al. (2012) found how organizational culture affects organizational climate according to the opinions of professional nurses at the operational level, the results revealed that organizational culture according to the opinion of professional nurses at the operations level in Siriraj Hospital overall had a positive relationship with organizational climate and this study recommends that management should
set policies to support more clan culture and reduce market culture in the organization in order to promote organizational climate at Siriraj Hospital.

Benjamin Omolayo & Christiana Ajila (2012) investigated leadership style and organizational climate as determinants of job involvement and job satisfaction of workers in tertiary institutions in Ekiti State, Nigeria. The results showed that leadership styles and organizational climate have significant influence on job satisfaction. Also, significant influence of leadership styles and organizational climate was found on job involvement. The study also found a significant relationship between job satisfaction and organizational climate; between job satisfaction and job involvement; and between organizational climate and job involvement. However, there was no significant relationship between job satisfaction and leadership styles; and between job involvement and leadership styles. No significant difference existed between job involvement and leadership styles, and none existed between job satisfaction and leadership styles.

Muhammad Asghar Ali et al. (2011) explored the job satisfaction of secondary school teachers working in the secondary schools at district Sahiwal, Punjab, Pakistan. The study found that the secondary school teachers were slightly satisfied with the basic eight dimensions (out of twenty) of a job i.e. ability utilization, advancement, education policies, independence, compensation, creativity, recognition and working condition. There was a significant difference of job satisfaction between male and female secondary school teachers. However no significant difference was found between the job satisfaction of urban and rural teachers.

Lubna Rizvi & Khawaja Atif Siddiqui (2012), in their study titled “Examining the Impact of Job Security, Organizational Climate and Engagement on Motivation Level of Employees at IMC PVT LTD” was to find out the relationship of Motivation with organization climate,
engagement, and job security in a service organization, where the company is going through rightsizing. The study was found there was a significant relationship between employee commitment and motivation, there was a strong relationship between motivation and job security and the findings of this study found that there was no relationship between organizational climate and motivation.

Abubakr Suliman & Hanan Obaidli (2011) examined the nature, strength and significance of the links between organizational climate and employee turnover. The study found that the employees’ perception of corporate climate plays a significant role in the rate of staff turnover. Organizational justice, as a component of corporate climate, found to be the most important factor in explaining the variance in employee turnover.

Hyun & Young Sup (2007) investigated the effects of organizational climate on training transfer. This study included the two organizational factors namely changeability of organization openness to new trials and organizational rewards for training transfer. This study was found that the two variables of organizational climate were correlated with training transfer and showed the influential relationships with training transfer. So, it was confirmed that organizational climate had an effect on training transfer. Therefore, in order to facilitate training transfer, organizational change in culture and climate is necessary.

Hang-Yue Ngo et al. (2009) examined the impact of family friendly work practices (FFWPs) at the organizational level in their model top management support for equal opportunities is considered an antecedent of FFWPs and positive organizational climate, and firm performance and employee turnover are considered outcome variables. The results of the study showed that top management support for equal opportunities was positively related to a firm’s level of FFWPs and organizational climate. The study also
found that the FFWPs were positively related to organizational climate and organizational climate acted as a mediator between FFWPs and firm-level outcomes.

Samad Ranjbar Ardakani et al. (2012) investigated the impact of two perceptions of climate (ethical and collaborative) on organizational commitment in Gachsaran Gas Company. Ethical and collaborative climate both have a significant impact on the commitment.

Ming-Chi Lee & Shu-Fang Lee (2008) examined the influence of emotional intelligence and organizational climate on job satisfaction and found that both nurses’ emotional intelligence and organizational climate and have a significantly positive influence on job satisfaction.

Zulfqar Ahmad et al. (2010) conducted to measure the satisfaction of middle managers with organizational climate in pharmaceutical sector of Pakistan and the results revealed that majority of the managers were satisfied with organizational climate in both local and multinational organizations and also found that the respondents from multinational organizations were found to be more satisfied than the respondents from local companies.

Jianwei Zhang & Yuxin Liu (2010) investigated the characteristics of organizational climate and its effects on organizational variables and found that the educational level, position and length of time working for the current organization had significant main effects on organizational climate; specialty, enterprise character and enterprise size also had significant main effects on organizational climate; organizational climate had significant main effects on human resources management effectiveness such as turnover intention, job satisfaction and work efficacy; organizational climate also had significant main effects on organization effectiveness like staff members’ organization commitment and collective identity.
Goran Ekvall & Lars Ryhamer (1998) raised the question of the
dual influence of leadership style on organizational outcomes by way of
climate. The results indicate that in this organization the behavioral style of
the manager affects organizational results only through influencing the social
climate and the leadership style in the studied organization may not exert a
separate and direct influence on creative outcomes. The role of leadership
here seems to be a substantial contribution to the development of a climate
that supports creativity. This study found a significant correlation between
leadership style and the outcome index and productivity.

Niaz Ahmed Bhutto Minhoon Khan Laghari & Falah-ud-Din Butt
(2012) investigated the relationship between measures of organizational
climate and measures of job satisfaction as applied to executives of public,
private, and foreign banks and this study was to determine whether
perceptions of different employees are different about organizational climate
and job satisfaction or not. This study found that the overall perception about
organizational climate at SCB has turned out to be most favorable of all the
three banks under consideration. Whereas the organizational climate at MCB
and NBP is perceived to be relatively less favorable. Furthermore the
perception of NBP’s organizational climate stood out to be least favorable. On
the other hand the similar outcomes were found regarding the job satisfaction.
The study further reveals that out of 14 sub factors of organizational climate
three are positively related to the job satisfaction, such as; organizational
structure, identity, and human relations. Whereas for the executives of all the
three banks, the two factors: equity and empowerment are negatively related
to the job satisfaction.

Zulfqar Ahmad et al. (2010) investigated the perceptions of middle
managers about organizational climate of local and multinational
pharmaceutical organizations. The study found that the middle managers
perceived that internal communication was open, organizational structure was highly structured, organizational climate was not highly politicized, and professional development opportunities, evaluation for improvement, and internal promotion were highly encouraged. While organizational administration was not sensitive in relation to the regard for personal concerns. The study also reveals that the significant difference in perceptions of middle managers in respect of political climate, professional development opportunities and regard for personal concerns when local and multinational organizations are compared.

Mark Shadur et al. (1999) examined the relationship between employee perceptions of involvement and organizational climate. The authors argue that employee involvement is composed of three essential variables, namely, participation in decision making, teamwork, and communications and three dimensions of organizational climate namely bureaucracy, innovation, and support were taken. The results of this study indicated that supportive climates and commitment significantly predicted each of the employee involvement variables.

Faizuniah Pangil et al. (2011) investigated the relationship between organizational climate and job satisfaction among government agency officers, the variables consists of four dimensions of organizational climate are reward orientation, responsibility, structure and participation and the study results showed that there was a significant predictors of job satisfaction.

George Rodrigues & Purushothama Gowda (2011) found significant difference among the types of professional college libraries with regard to organizational climate and to identify the factors of organizational climate which are responsible for better organizational climate and employee satisfaction. The study reveals that job security, performance evaluation and guidance, appointments and promotions play a positive role in the level of
satisfaction, while responsibility and decision making aspects play a negative role.

Anurag Singh & Mishra (2011) studied the impact of organizational climate in experiencing occupational stress among the executives of Indian Information Technology organizations, and the study results showed that all correlation coefficients between sixteen organizational climate variables and occupational stress are significant and positive. Further, regression analysis confirms strong influence of seven dimensions of organizational climate such as orientation; quality of work life; problem solving and decision making; communication; customer satisfaction; goal setting, appraisal and counseling; and training in experiencing occupational stress.

Chuang & Yuh Shy (2011) found the relationship between organization climate, motivation and commitment as an offering of the manager level decision making support. The results of this study found that the three components of commitment were significant in each other and twelve organization climates also significant in each other. The motivation variable only dependency was significant with age, and the further revealed that there was only expert influence significant with the continuance commitment and finally the study found that the three components didn’t have any significant with the organizational climate and only affective commitment correlation with supervision and decision making under overall climate factor.

Cosimo Rotal et al. (2012) focused on the factors influencing relationships on employee and the effectiveness and performance of the organization, the organizational climate plays determinant of organizational behavior and success. The results showed a very good relationship between innovation, trust, communication and sustainable relationships and this study
also provides managers with a useful tool for evaluating the climate of the organization and the quality of relations with its members.

Zulfqar Ahmad et al. (2010) investigated the perceptions of middle managers about the organizational climate at their workplaces by using seven organizational climate factors: internal communication, organizational structure, political climate, professional development opportunities, evaluation, promotion and regard for personal concerns. The results showed that the internal communication as open, organizational structure highly structured, political climate is not highly politicized, highly encouraged professional development opportunities, evaluation is for improvement, and highly encouraged internal promotion. However, managers perceived that organizational managements are not sensitive in relation to the regard for personal concerns of employees. The middle managers differed significantly in respect of political climate, professional development opportunities and regard for personal concerns, when comparison was made between local and multinational organizations as perceived by them.

Arthur Bedeian et al. (1981) examined the relationships between job-related, interpersonal and organizational climate factors and experienced role stress (i.e., role ambiguity and role conflict). Both role ambiguity and role conflict were found to be significantly related to job-related, interpersonal and organizational factors. Both role ambiguity and role conflict are significantly negatively correlated with each measure of organizational climate.

Vijayakumar (2007) investigated the forces within the organizational context that help to shape favorable climate perceptions among its employees. Estimated model, which is different from proposed model, shows the direct effects of directive and participative style and intervening effects of the work related beliefs and values in shaping up of climate perceptions. While directive style results in unfavorable climate perceptions,
diversity tolerance and individual orientation moderate by reducing the unfavorableness of climate perceptions. Participative style shapes favorable perception and its effects are enhanced by diversity tolerance and team orientation.

Larry Hughes et al. (2008) explored the relationship between supportive climate and organizational commitment as mediated by trust and employee engagement. This study found that a positive relationship between supportive climate and organizational commitment, and both trust and employee engagement mediated the climate-commitment relationship.

Joseph Holloway (2012) examined with the following research question: Are task-oriented and relations-oriented leadership behaviors related to different dimensions of organizational climate in a non-profit organization? The results of the study show that certain leadership behaviors do have an impact on a few dimensions of organizational climate.

Bakir Arabac (2010) determined the perception regarding the organizational climate of the academic and administrative personnel, the results of this study found that the faculty employees have mid level organizational climate perception. While the academic and administrative staffs do have problems in participating in decision making, administrative personnel are having problems in communication matters. It is seen that academic personnel have more positive climate perception than administrative personnel, in the same way women and the old have more positive climate perception than men and the young respectively.

Hamid Reza Alavi & Ramazan Jahandari (2005) surveyed the organizational climate and compare it the desired organizational climate from the point of view of the university staff. The results showed that organizational climate of Shahid Bahoner University is similar to the closed
system of Andrew W. Halpin and Don B. Croft, two scholars in organizational climate who were of those who designed a questionnaire regarding the organizational climate, and are for behind the desired organizational climate of the staff.

Robyn Gershon et al. (2007) examined evidence-based research on the association between organizational climate variables and occupational health outcomes among acute-care registered nurses (blood/body fluid exposures, musculoskeletal disorders, and burnout) were reviewed. Fourteen studies met the inclusion criteria. It was found that a significant associations between specific negative aspects of hospital organizational climate and adverse health impacts in registered nurses.

Liew Chai Hong & Sharan Kaur (2008) examined the relationship between organizational climate, employee personality and their intention to leave an organization in the Malaysian context. Four organizational climate dimensions were chosen for this study, i.e. structure, responsibility, rewards and support. Dominance and sociability were the personality dimensions chosen and its moderating effects were on the relationship between organizational climate and intention to leave. Study results revealed that organizational climate has a significant association with employees’ intention to leave. All the four organizational climate dimensions had significant negative correlations with employees’ intention to leave. Meanwhile, both the dominance and sociability personalities were found significantly moderating the relationship between organizational climate and employees’ intention to leave.

Hicks Clarke Deborah & Iles Paul (2000) discussed the issues of human resource diversity and diversity climates in organizations and develops conceptual model of a “positive climate for diversity (PCFD)”. The results of
the research indicated that climates for diversity to impact significantly on a range of career and organizational attitudes and perceptions.

Mazanec et al. (2001) investigated the validity of the assumption that: (i) low motivational climate will represent an inhibitor to change, and vice versa, (ii) the more attention is being paid by the organization’s management to implementation of change, resulting in the staff having positive attitudes to change, the higher the motivational climate within the organization will be. The findings indicated that motivational climate of the hospital can be heavily influenced by the manner in which the change is being managed. Moreover, not only how change is being managed, but also how it is understood and accepted by the employees, as well as which outcomes the change results in, have significant effects on the perceived motivational climate. The results also showed that to maintain the high motivational climate, thus stimulating desired behaviors in the staff, the hospital managers should keep, among other things, (i) encouraging the workers to make a creative contribution, (ii) informing them about the reasons why changes are being made, (iii) showing them how their work objectives relate to where the hospital is heading and that the cost of the current changes will not outweigh the benefits, and (v) ensuring that adequate training is available to equip people for changes and giving them the support they need to cope with change.

Neal et al. (2000) examined the effects of general organizational climate on safety climate and safety performance. The results showed that the general organizational climate exerted a significant impact on safety climate, the effect of general organizational climate on safety performance was mediated by safety climate.
Rabia Imran et al. (2010) examined the predicting role of organizational climate (Competing Values Model) in Innovative Work Behavior (IWB). The results revealed significant positive impact of OSM (Opens System Model) and Rational Goal Model (RGM) on Innovative Work Behavior (IWB).

Ruvarashe Saungweme & Calvin Gwandure (2011) investigated the relationship between organizational climate and intent to leave among recruitment consultants. The results found that a negative correlation between organizational climate and recruitment consultants’ intention to quit. A bad working environment was associated with the intention to leave the organization.

Philipa Idogho (2006) investigated academic staff perception of organizational climate in universities in Edo State, Nigeria. From the results it was found that academic staff in universities in Edo State perceived the organizational climate of their institutions as favorable and there is a significant difference among academic staff in their perception, the academic staffs do not differ in their perception of organizational climate in their institutions based on sex, age and status.

Simin Bemana (2011) investigated the relationship of organizational climate with job satisfaction in Shiraz municipality personal, the results has found that organizational climate were good predictors of personnel job satisfaction. Furthermore, data revealed that there were no significant differences in mean scores of male and females on organizational climate and job satisfaction. Good and sufficient organizational climate increase the job satisfaction.
Goran Ekvall (1996) described an instrument for measuring organizational structure and climate for creativity and innovation. Studies used this instrument by assessing organizational climate dimensions made a difference between innovative and stagnated organizations and probably had a causal relations to innovativeness, some of the dimensions are more important than others for radical innovation.

Tsai Chen Li (2008) found the answer for the following research question (a) education and training of the leadership to determine if these contribute to the improvement of team building and organizational values, (b) factors contributing to the development of quality leadership and management within a company or organization, and (c) the contribution of organization climate and culture guided by leadership on the development a quality and effective organizational climate. The results of the study found a positive relationship between organizational climate and the following factors like open to change, LMX quality, supervisor and employee’s team relationship.

Vera Meeusen et al. (2011) investigated the relationship between work climate and job satisfaction among Dutch nurse anesthetists. From their study they found that all of the work climate characteristics had statistically significant correlations to job satisfaction, and explained 20% of the variance in job satisfaction and from that study they suggested that to achieve a higher level of job satisfaction among nurse anesthetists, it is necessary to improve some essential work climate characteristics, such as: (1) making the nurse anesthetist feel an important part of the organization’s mission statement, (2) discussing progress at work, (3) giving recognition for delivered work, (4) encouraging development, and (5) providing sufficient opportunities to learn and to grow.
Annelies Van Vianen & Yvette Kmieciak (1998) examined the relationship between recruiter’s perception of the ideal applicant for a managerial position and their perception of organizational climate was examined in real selection procedures. From the results it was found that recruiter’s perceptions of goal oriented climate dimensions are related to the sector of industry, and these perceptions influence the way in which recruiters perceive the ideal manager regarding conscientiousness and compliance. Recruiter’s perceptions concerning other dimensions of organizational climate are not related to the sector of industry and the personality profile of the ideal manager.

Carl Fey & Paul Beamish (2001) examined how organizational climate dissimilarity between parent firms and the joint venture organization (JVO) affects joint venture performance and the results of their study indicated that in order to have the best chance of success, it is important for a firm starting a joint venture to select a partner with an organizational climate similar to its own and also the study indicated that it is important to create an organizational climate at the JVO that is similar to the foreign parent’s organizational climate.

Huseyin Gul (2008) found how managers and academicians working in the organization perceived their organization and how they responded to the variations arising from climatic changes in the organization. The findings showed that there was a significant difference in five dimensions between academicians who were in the post of management and those who were not: managers scored more than the rest. Moreover, the findings showed that “gender” and “academic title” were not important in the perception of organizational climate.
Mahmood Noor et al. (2011) investigated the impact of employee perception of organizational climate on citizenship behavior of employees in public sector organization of Pakistan. The result obtained highlights the positive relation between commitment and the study found that employees who perceive justness in organization are more committed towards organization that influences the citizenship behavior in workforce for a particular organization. However, peer-cooperativeness shows significant effect on Organizational Citizenship Behavior as moderated by social network ties.

Bashir Arabiyat (2011) investigated the prevailing organizational climate at Al-Balqa Applied University \ faculty of princess Alia University from the viewpoint of the faculty members. From his study he found that the field of personal relationships came in the first rank; while the field of affiliation ranked last. The study recommended creating an effective system of incentives in the university, in order to improve the satisfaction of faculty members for their jobs, which contribute to an organizational climate, which facilitates work processes, achieving the objectives of the university.

David Day & Arthur Bedeian (1991) investigated whether Type A status interacted with individual perceptions of work climate in predicting the job satisfaction of accountants. The results of this study indicated that Type A significantly interacted with organizational climate factors of Risk and Pressure-Standards in predicting intrinsic job satisfaction.

Jamal Nazari et al. (2011) investigated the role of organizational culture and climate in supporting intellectual capital (IC) management systems. The findings of their study suggested that both culture and climate play significant roles in developing management systems for IC. In addition, for country, when organizational climate improves, Middle Eastern respondents perceived an even greater improvement in IC management systems compared to their Canadian counterparts.
Ralph Roberts (1992) compared the views of organizational climate in a simulated environment, form the president, mid and lower level employees, and observers. The research result indicated clear differences in perception of climate among organizational players and observers.

Marvin Peterson & Theodore White (1992) examined how the faculty and academic administrators differ in their perceptions; whether these differences in perceptions are affected by institutional type; and to what extent faculty and administrators have different implicit models of their institutions. The results of their study found that faculty and administrators do seem to differ consistently in their perceptions of Academic Purposes and Institutional Culture, of the Organizational and Administrative Climate, and of the Faculty Motivational Climate for undergraduate education.

Charles Glisson & Anthony Hemmelgarn (1998) examined the effects of organizational characteristics including organizational climate and inter organizational coordination, on the quality and outcomes of children’s service systems. The study found that organizational climate (including low conflict, cooperation, role clarity, and personalization) is the primary predictor of positive service outcomes (the children’s improved psychosocial functioning) and a significant predictor of service quality, inter organizational coordination had a negative effect on service quality and no effect on outcomes.

John Charles Thomas (2008) surveyed employees from four evangelical higher education institutions found a negative correlation for climate and commitment and staff members. Administrators were found to have a more favorable view of their institutional climate than staff. Employee age, tenure, and classification had predictive value for organizational climate, whereas only employee age and tenure predicted organizational commitment.
Ajay Solkhe & Nirmala Chaudhary (2011) attempted to analyze and determine the relationship, further the impact of HRD Climate, OCTAPACE Culture on Job Satisfaction as an Organizational Performance measure in the selected public sector enterprise. The study found that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

Tsung Chih Wu et al. (2009) investigated interaction effects of organizational and individual factors on safety climate. The results of were indicated that interaction effects were found to be statistically significant: size and job tenure/safety training experience on safety climate, ownership and job tenure on safety climate, safety committee and gender/accident experience on safety climate, location and job tenure/safety training experience/work site on safety climate.

Ronna Dillinger & Eric Landrum (2002) examined the cultural diversity attitudes of faculty, staff, and students, they found that these three groups have different views on cultural diversity, further the results indicated that the attitudes and perceptions about diversity differ depending on the respondents' cultural background.

Marka Bhavani & Varanasi Madhusudhan Prasad (2013) examined the effects of career plateau on the employee’s job satisfaction organizational commitment and intention to quit, further this study examined the individual and organizational climate causes of career plateau. The results revealed that the two dimensions of career plateau both significantly influence employees work attitudes, and job tenure and career path significantly affects the organizational climate and career plateau.
Wannapa Luekitinan (2014) explored organizational climates that support individual innovation and investigated the correlation between organizational climates and individual innovation. The finding revealed that all factors of organizational climates were significant correlated with individual innovation, and the companies emphasized on structure more than leader and strategy.

Godwin Ikpe Umoh et al. (2013) examined the relationship between organizational climate and corporate performance in the Nigerian oil industry. The study revealed a positive and significant relationship between organizational climate and corporate performance. Specifically, recognition for achievement, organizational support and cohesion were revealed to have a positive and significant influence on corporate performance. Based on this finding, it was concluded that the prevailing organizational climate had a significant positive effect on corporate performance.

Ali Akbar Ahmadi & Zainab Emamipour (2013) examined the relationship between organizational climate and women employees' creativity of Tabriz Red Crescent Organization. Results showed that there was a significant relationship between two indices of manager and subordinate behaviors and creativity. In addition, it was found that the relationship between climate and creativity components, findings also showed a significant relationship between cooperation and pretending to job dimensions and creativity.

Solmaz Moghimi & Indra Devi Subramaniam (2013) examined the influence of organizational climate on employee’s creativity and innovation. Specifically the study looked at the different dimensions that constitute organizational climate and examined the relationship between them and employees’ creative behavior. This study also determined which among the dimensions of organizational climate could be the best predictor of
employees’ creative behavior. The results of this study found that organizational climate has significant influence on employees’ creative behavior and Mission clarity and Leader’s support of organizational climate dimensions were the best predictors of employee’s creative behavior.

Ajay Babu & Mandakini Kumari (2013) studied the impact of the organizational climate on teacher effectiveness. The results of this study revealed that there is a significant difference between the Teacher Effectiveness of Elementary School Teachers in relation to their Organizational Climate.

Mohammed Abdullahi et al. (2013) identified how the organizational climate factors contribute to affect the training transfer in the organization and the results has found that support is the most important factor that contributes in motivating the transfer of learning, further this study found that Participative safety is also an important factor of organizational climate that also have a positive relationship with training transfer.

Rajesh Kumar (2012) compared the leadership styles of the principals in relation to the job satisfaction and Organizational Climate in Government/Aided and Self-Financed education colleges. The results of this found that the respondents staying their institution for more than three years and the lectures adapt themselves to the prevailing conditions. Most of them cannot afford to frequently change their job due to personal reasons. They try to adjust enough if the Leadership Style and Organizational Climate is unfavorable. They do not mind to adapt in any kind of climate prevailing in the college. As it is people are very reluctant to work these days, so there is no question of mental satisfaction with their job.
Haris Noor & Bari’ah Dzulkifli (2013) explored the relationship between leadership practice and organizational climate effect and its mediating effect towards innovative work behaviour. The results suggested there was a significant relationship between organizational climate and innovative work behavior.

Mark Manning et al. (2012) provided a literature review of studies within tourism and hospitality of both generalized organizational climate (providing an overall snapshot of an organization’s functioning) and service climate (providing precise and targeted service information). The results of this study found that both generalized organizational climate and service climate can be shown to have relationships of a magnitude to be not only statistically significant but also of practical significance to organizational outcomes such as employee turnover intention, customer satisfaction, and financial performance.

Umar Nimran (2011) examined whether there were relationships between individual characteristics and organizational citizenship behavior, as well as between organizational climate and organizational citizenship behavior. The results have found that the relationship between individual characteristics and OCB is significant. The correlation between organizational climate and OCB is significant, so there is a strong correlation between organizational climate and OCB is also acceptable.

Collins Badu Agyemang (2013) determined the extent to which engagement in organizational citizenship behavior was influenced by perceived organizational climate and organizational tenure of employees in the banking industry of Ghana. Analysis of results indicates that employee’s perception of organizational climate positively influenced OCB. There was no significant relationship between bankers’ organizational tenure and OCB in the Ghanaian context. This study provides human resource practitioners with
insights into the relationship between perceived organizational climate, tenure and OCB as a desirable work attitude.

Ngadiman et al. (2013) tested and analyzed the Influence of transformational leadership and organizational climate to the work satisfaction, organizational commitment and organizational citizenship behavior (OCB) on the educational personnel or lecturers of Sebelas Maret University. Outputs of this study conclude that: 1. Transformational Leadership has significant influence to Work Satisfaction leading to positive relationship, 2. Transformational Leadership has no significant influence to the Organizational Commitment, leading to negative relationship, and 3. Transformational Leadership has no significant influence to OCB, leading to positive relationship, 4. Organizational Climate has significant to the Work Satisfaction, leading to positive relationship, 5. Organizational Climate has no significant influence to Organizational Commitment, leading to negative relationship, 6. Organizational Climate has no significant influence to OCB, leading to positive relationship, 7. Work Satisfaction has significant influence to Organizational Commitment, leading to positive relationship, 8. Work Satisfaction has significant influence to OCB, leading to positive relationship, and 9. Organizational Commitment has significant influence to OCB, leading to positive relationship.

Adnan Iqbal (2009) investigated the perceived managerial styles and their effects on organizational climate in the Pakistani knitwear industry. The study has found that a relationship between Leadership styles and organizational climate. This study has showed the following results, the leadership style relates positively with challenge & involvement, freedom, idea support, Playness & humour and trust &openness but negatively with debate and conflict; initiating structure had no significant association with, ‘idea time’, ‘idea support’, ‘freedom’ and ‘Playness & humor’; there is no
statistical significance between freedom and initiating structure and also found that there was no statistical significance between leadership style (consideration) and organizational climate (risk-taking dimension).

Salman Darabi et al. (2013) investigated the relationship between organizational climate of the university and students’ entrepreneurial spirit. The findings indicated that there is a significant relationship between organizational climate and students’ entrepreneurship spirit, further this study found that organizational climate have a significant relationship with creativity, internal control and the achievement; however, it did not relate significantly with risk-taking and autonomy.

Bahman Saeidipour (2012) detected and forecasted the impact of organizational climate on level of organizational commitment among staff education in city of Kermanshah located in west part Iran. The results of the study found that there is a significant relationship between the components of role and paying enough attention to goals, the variable organizational climate, and the whole variable dimensions of organizational commitment. The study also found that there was a weak relationship with some components of social commitment, and there was not any significant relationship with other aspects. Results of multivariate regression analysis showed that there was a high correlation between organizational climate and social commitment.

Eugenia Bitsani (2013) assessed the impact of organizational actions on daily work processes and is also a way to measure the health of an organization. This theoretical model is based on an interactive approach and considers the interactions between the members of the group as a key determinant of organizational climate. The model further adds that a predominant influence on these interactions is exercised by the portion of meanings and knowledge that is mediated by organizational culture. We argue
that the two concepts, climate and culture, are distinct constructs, but locked or linked.

Angela Martin et al. (2005) investigated how psychological climate variables would act as coping resources and predict improved adjustment during change. Results of the study showed that employees whose perceptions of the organization and environment in which they were working (that is, psychological climate) were more positive, were more likely to appraise change favorably and report better adjustment in terms of higher job satisfaction, psychological well-being, and organizational commitment, and lower absenteeism and turnover intentions.

2.2 RESEARCH METHODOLOGY

2.2.1 Research Design

2.2.2 Descriptive Research

By conducting researches on a particular issue, variables of that issue can be identified and measured. Often, hundreds or thousands of measurements are made, and procedures are developed to organize, summarize and make sense of these measures. These procedures, referred to as descriptive statistics are specifically used to describe or summarize numeric observations, referred to as data.

2.2.3 Population

The population includes all the Members of Faculty working in Engineering Colleges in Tamil Nadu State.
2.2.4 Sample Frame

The researcher has divided the engineering colleges in Tamil Nadu into five Zones, viz. Chennai, Coimbatore, Tiruchirappalli, Madurai and Tirunelveli as per the Anna University regulations. From the sample frame, 520 samples were collected as the respondents for the study. The researcher has applied simple random sampling method for this study.

2.2.5 Sampling Technique

The researcher has arrived at a sample size of 520, on the basis of proportion of respondents working in engineering colleges of the above five Regional Centers of Anna University in systematic way and the detailed calculation is given below.

Proportion of agreed respondents (p) = 0.173

Proportion of disagreed respondents (1-p) = 0.827

Confidence level = 99.99%

Margin of error E = 5%

z-value to assure every unit is taken for calculation = 3.011

Required sample size (n) = \( \frac{p \times (1-p) \times z^2}{E^2} = \frac{0.173 \times 0.827 \times (3.011)^2}{(0.05)^2} = 519 \)

The sample size was rounded off to 520 to be taken from engineering colleges in the five Regional Centers (Chennai-182, Coimbatore – 188, Tiruchirappalli – 72, Madurai – 38 and Tirunelveli – 40) on proportionate basis as detailed below:
Table 2.1 Sample Estimation

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Region</th>
<th>Approximate Number of faculty ( (N_i) )</th>
<th>Sample size ( n_i = \frac{N_i}{N} \times n )</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chennai</td>
<td>5046</td>
<td>( n_1 = \frac{5046}{14410} \times 520 = 182 )</td>
</tr>
<tr>
<td>2</td>
<td>Coimbatore</td>
<td>5213</td>
<td>( n_2 = \frac{5213}{14410} \times 520 = 188 )</td>
</tr>
<tr>
<td>3</td>
<td>Tiruchirappalli</td>
<td>2004</td>
<td>( n_3 = \frac{2004}{14410} \times 520 = 72 )</td>
</tr>
<tr>
<td>4</td>
<td>Madurai</td>
<td>1052</td>
<td>( n_4 = \frac{1052}{14410} \times 520 = 38 )</td>
</tr>
<tr>
<td>5</td>
<td>Tiruvelveli</td>
<td>1095</td>
<td>( n_5 = \frac{1095}{14410} \times 520 = 40 )</td>
</tr>
</tbody>
</table>

2.2.6 Data Collection Method

The researcher has gathered information through a structured questionnaire by personally visiting the institutions as well as through on-line. A primary research was carried out through survey methods. The nature of the questions was such that it avoids ambiguous responses from the respondents and it also helped in the quick analysis of the data collected. The required secondary data were collected through internet, from review of existing literatures, newspapers, journals and magazines and research theses.

2.2.7 Data Analysis

With relevance to the research questions and the hypothesis framed, appropriate statistical methods and tools had been used in the study to arrive at the findings. Frequency distribution, Likert’s Scaling, Pearson’s
correlation, Multiple Regression and Confirmatory Factor Analysis (Structural Equations Model) methods had been used. SPSS Version 22 and AMOS Version 20.0 were used for data analysis.

2.2.8 Framework of Analysis

- Percentage Analysis
- Test for equality of means: Mann Whitney U Test
- Test for equality of means: Kruskal Wallis Test
- Regression Analysis
- Structural Equation Modeling

Percentage analysis

Percentage analysis is the method to represent streams of data as a percentage (a part in 100 percent) for better understanding of collected data.

Mann-Whitney U-Test

Mann-Whitney U-test or simply U-test is used to test the equality of two population means. This test is the substitute for t-test statistic when the stringent assumptions of parent population being normally distributed with equal variance are not met or when the data are only ordinal in measurement.

Kruskal-Wallis Test

This test is the non-parametric alternative to the one-way analysis of variance to identify differences among populations that does not require any assumption about the shape of the population distribution. This test uses the ranks of the observations rather than the data themselves with the
assumption that the observations are on an interval scale. Since the data on variables pertaining to customer satisfaction on banking services do not satisfy normality test, Kurskal Wallis Test was done to test whether the agreement levels of more than two groups are equal.

**Regression Analysis**

The regression equation is an algebraic representation of the regression line and describes the relationship between the response and predictor variables. The regression equation takes the form of:

\[
\text{Response} = \text{constant} + \text{coefficient} \times \text{predictor} + \ldots + \text{coefficient} \times \text{predictor}
\]

or

\[
y = b_0 + b_1X_1 + b_2X_2 + \ldots + b_kX_k
\]

where

- **Response (Y)** is the value of the response.
- **Constant** \((b_o)\) is the value of the response variable when the predictor variable(s) is zero. The constant is also called the intercept because it determines where the regression line intercepts (meets) the Y-axis.
- **Predictor(s)** \((X)\) is the value of the predictor variable(s). The predictor can be a polynomial term.
- **Coefficients** \((b_1, b_2, \ldots, b_k)\) represent the estimated change in mean response for each unit change in the predictor value. In other words, it is the change in Y that occurs when X increases by one unit.
**Structural Equation Modeling**

Structural equation modeling, or SEM is a very general, chiefly linear, chief cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM. SEM is a largely confirmatory, rather than exploratory, technique. That is, a researcher are more likely to use SEM to determine whether a certain model is valid, rather than using SEM to find a suitable model although SEM analyses often involve a certain exploratory element.

In SEM, interest usually focuses on latent constructs—abstract psychological variables like “intelligence” or attitude toward the brand-rather than on the manifest variables used to measure these constructs. Measurement is recognized as difficult and error prone. By explicitly modeling measurement error, SEM users seek to derive unbiased estimates for the relations between latent constructs. To this end, SEM allows multiple measures to be associated with a single latent construct.