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## Organizational Climate And Job Satisfaction Of Select Micro, Small And Medium Enterprises Employees In Coimbatore City

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**Abstract:** The present study has investigated the association between the Organizational Climate (OC) and Job Satisfaction (JS) of the respondents. The study also tried to find the OC as an important forecaster of JS of the employees. Findings of the study portray that demographic variable namely age, monthly income, educational qualification

**Index Terms** - Organizational climate, Job satisfaction, MSME

### INTRODUCTION

Organizational climate can be defined as the views or personal experiences of the procedures, policies and its implementation in the workplace and the conduct that were appreciated and supported in that environment (Benjamin Schneider et.al). A positive climate is more important for the success of an organisation. Negative organisation climate significantly affects the growth and development of the organisation. Castro, M., and Martins, N. (2010) stated that OC is a important forecaster of JS. JS is termed as the attitude of the employees towards his job. It is the insight and assessment of the employees towards his job.

### REVIEW OF LITERATURE

There are many studies investigating the relationship between OC and JS and the researchers have found evidence to support the relationship between the OC and JS. Chaur-luh Tsai (2014) in his study found that employees' job satisfaction is related with OC. Rathna Lakshmi Koti Akul and Sreenivas Talluri (2013) found that non-monetary aspects of OC have strong impact on JS. Cynthia Ann Reynolds (2006) in his study founds that job satisfaction is associated with professional development opportunities offered at their work place, performance evaluation methods adopted and promotion opportunities followed at their organization. Falah-ud-Din Butt *et al.* (2010) in their study exposes that the sub factors of OC like human relations, identity and organizational structure are positively associated to the job satisfaction. Hunjra *et al.* (2010) stated that OC is considered as the influencer of job satisfaction. Yi-Jen (2007) mentions the positive association which prevails between the job satisfaction and OC. Clercq and Rius (2007) in their study determined that an optimistic association exists between the OC and the job satisfaction and OC. The better and optimistic OC will lead to an optimistic JS and more organizational commitment

## STATEMENT OF THE PROBLEM

Success of any organization rests with their work force. To make employees committed and dedicated, it is the duty of the management to offer suitable working environment. Satisfied employees will be honest in his work. Once employees are honest in their work, automatically productivity level of an organization will be improved. Further, experienced and efficient employees will be retained and new young and energetic employees will be attracted toward the institution. Thus, in this study an attempt has been made to ascertain the employees' perception towards their organization climate and nature of relation that exists between OC and JS.

## OBJECTIVES

1. To assess employees perception towards OC and
2. To study the association between OC and JS.

## METHODOLOGY

### Data

Data for the study have been collected through a well-structured Questionnaire.

### Study Area

The study pertain to employees working in select MSME in Coimbatore city.

### Pilot Study

Before finalizing Questionnaire, a pilot study has been conducted among 30 employees of auto ancillary units. Based on the feedback obtained, suitable alterations are incorporated in the Questionnaire.

### Sampling

By adopting random sampling method, questionnaires have been distributed to 210 MSME employees. Of which, 56 employees have not returned the Questionnaire and 14 questionnaire are found semi-filled. Hence, the final sample forms 140.

### Data Reliability

To ascertain the reliability of collected data Cronbach's alpha test is employed. When the calculated Cronbach's alpha value is higher than 0.7, then we can infer data is reliable. The result of Cronbach's alpha value stood at 0.767 for OC and 0.720 for JS. Thus, the data is fit for carrying out analysis.

### Framework of Analysis

The statistical tools applied for analysis are Simple Percentage, Chi-square and Correlation.

## FINDINGS

The following paragraphs discuss about MSME employees perception about prevailing OC and JS at their organization.

**Table 1**  
**Employee Perception on OC**

S. No.	OC	Frequency	Per cent
1	Very Good	18	12.9
2	Good	24	17.1
3	Normal	80	57.1
4	Poor	18	12.9
	<b>Total</b>	<b>140</b>	<b>100.0</b>

The above table illustrates that 57.1 per cent of the respondents have stated that the OC is normal, 17.1 per cent of them stated that it is good, 12.9 per cent of them stated that it is very good and 12.9 per cent of the respondents stated that it is poor. Thus, majority of the employees perceive that normal OC prevails at their organization.

**Table 2**  
**Employee Perception on JS**

S.No	JS	Frequency	Percentage
1	Very high	24	17.1
2	High	24	17.1
3	Moderate	80	57.1
4	Low	12	8.6
	<b>Total</b>	<b>140</b>	<b>100.0</b>

Table 2 describes that of the total 140 respondents, 57.1 per cent of the respondents' have moderate job satisfaction, 17.1 per cent has a very high level of job satisfaction, 17.1 per cent of them had a high level of JS and 8.6 per cent of them had a low level of job satisfaction.

To ascertain employees perception towards OC, Chi-square test is employed. The variables considered for the analysis are age, gender, marital status, education, monthly income and experience.

**Table 3**  
**Relationship between Demographic Variables and OC**

Variables	Statistical Test	Value	Result
Age	Chi-square	50.821 p<0.01	Significant
Gender	Chi-square	4.399 p>0.05	Not-Significant
Marital status	Chi-square	4.545 p>0.05	Not-Significant
Education	Chi-square	55.217 p<0.01	Significant
Monthly income	Chi-square	20.539 p<0.01	Significant
Experience	Chi-square	31.414 p<0.01	Significant

The calculated Chi-square value shows that there is a significant association between age (50.821; p<0.01), education (55.217; p<0.01), monthly income (20.539; p<0.01) and experience (31.414; p<0.01) with respect to OC.

To find nature of relation between OC and JS, Correlation test is made use of. The following table disclose the result of the study.

**Table 4**  
**Relationship OC and JS**

		JS	OC
Job Satisfaction	Pearson Correlation	1	.615**
	Sig. (2-tailed)		.000
	N	70	70
Organizational Climate	Pearson Correlation	.615**	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level (2-tailed).			

OC and JS are positively correlated. Employees, who perceive better OC exists at their work place, have high level of JS.

## SUGGESTIONS

According to the findings of the study, the following suggestions have been put forth:

- ❖ Result of the study disclose that there exist significant relation exists between OC and JS. Thus, in order to increase employee job satisfaction, the management should offer increment or rewards to their employers based on their performance
- ❖ Promotion should be offered to the employees by adopting proper performance appraisal method
- ❖ To make the employee feel better OC exist at their organization, management should offer safe working environment to their employees
- ❖ Management should offer proper career advancement environment to employees to reach greater heights
- ❖ Appropriate training programmes should be arranged for the employees for improving their efficiency

## CONCLUSION

The present study reveals that that a normal OC exists in the organisation and the JS level seems to be moderate among the employees in the organisation. The findings also depicts a significant association prevails between OC and JS of the respondents. The findings also depicts that that demographic variables namely age, monthly income, educational qualification and experience have significant association with employee perception towards OC.

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