The Impact Of Organizational Culture And Climate On Employee Job Satisfaction-A Case Study Of A.T.C.

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Abstract

The objective of this paper is to understand the organizational Culture, the realities of the changing environment, the ever changing need of employees and its impact on job satisfaction. This research is done on the basis of a case study on A.T.C.. For this the study of real scenario has been done through data analysis and interpretation of employees response. Sample taken for this research is 74 for the study. The need for study is to make organization know the organizational Culture and climate which play a vital role in

- Determining the employee job satisfaction.
- Determining the organizational effectiveness.

The various factors which influences the organizational culture are Social Security measures, welfare facilities, salary status, bonus, heath condition and recognition of work are getting much importance. To summaries, employee organizational culture plays a very important role in every organization. Good organizational Culture helps in the success of the organization and job satisfaction. If the morale of the employee is high due to good organizational culture and climate, it will lead to the high efficiency and effectiveness of the organization and thus tend to take the organization to great heights.

 Key words: Job Satisfaction, Organizational Culture and climate, Changing Environment, Employees Response, ATC Organization.

Introduction To Organizational Culture

Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace.

"Culture is how organizations 'do things'." — Robbie Katanga

Culture is consistent, observable patterns of behavior in organizations. Aristotle said, "We are what we repeatedly do." This view elevates repeated behavior or habits as the core of culture and deemphasizes what people feel, think or believe. It also focuses our attention on the forces that shape behavior in organizations, and so highlights an important question: are all those forces (including structure, processes, and incentives) "culture" or is culture simply the behavioral outputs?

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale differs from person to person, industry to industry, level of education age, nature of work etc. Morale may range from very high to very low.

Importance Of Study

Organizational Culture and climate plays vital role in the inauguration success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale are no less important for an industrial undertaking. The success and failure of the industry much depends up on the Morale and job satisfaction of its employees.

Literature Review

Lise M. Saari and Timothy A. Judge(2004)
This article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices.Future research will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance.

Awad & Saad (2013) Now a day's organization culture has generally been interrelated to management. (Kotter and Heskett, 1992).The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture. (Schein, 1995) Certain characteristics of organization culture have been established in which set of norms, values and beliefs helps in perfect association between them. (Hodgetts and Luthans, 2003) At different level of organization culture different background, ethics and racial differences impact upon performance. The similar organization culture with different backgrounds has common set of values and beliefs to be effected by organization systems.

Naeem(2012) This study aims to know the impact of organizational culture and promotion policies on job satisfaction of employees working in different organizations of Pakistan. More specifically, this study is to find the factor among organizational culture and promotional policies which more strongly affect the level of satisfaction of employee's jobs. Questionnaire used to know this impact on job satisfaction. Out of 125 questionnaires, 100 questions are fully filled by the employees of different organizations. For the data analysis, SPSS version 15 is used to interpret the findings of the paper. By applying the technique of OLS on data, we get the results. Results show that there is a significant relationship between independent variables

(organizational culture and promotion policies) and with the dependent variable (job satisfaction). Both the independent variables show positive relationship with job satisfaction.

Vukonjanski & Nikolić (2013) This paper represents research results of moderating effect of company's ownership structure on relationship of organizational structure (OS), according to Globe project, and job satisfaction(JS). The research included 256 middle managers who work in public (134) and 122 managers who work in foreign companies in Serbia. Managers are given directions in starting appropriate activities oriented towards changes in organizational culture in their companies through explanation of relationship of OC and JS in order to improve organizational results.

The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. (Titiev, 1959) The cognitive systems of human that helps in improving thinking and decision making were based upon organization culture. (Pettigrew 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness(Tichy 1982). The concept of effective organization culture helps in improving business decisions. The survival of culture in an organization lies upon national and foreign culture differentiation in culture management. (Schein, 1990) The culture of organization has been affected by attitudes, norms and beliefs that lead to strong communication between employees.

Robbins & Sanghi (2007) The attraction of organization norms, values and beliefs have strong affect upon performance and sustainability. (Stewart, 2010) The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability.

Lance A. Bettencourt,Stephen W. Brown(1997)
Contact employees deliver the promises of the firm, create an image for the firm and sell the firm 's services. Leading firms and scholars propose a possible relationship between the fair treatment of these employees and excellence in service delivery. This important proposition, however, lacks much more than anecdotal evidence. An empirical investigation is presented which offers support for positive relationships between contact employee fairness perceptions and their prosocial service behaviors (customer service behaviors and cooperation with fellow employees) and job satisfaction. Fairness of job supervision, pay and promotion rules and supervisor administration of these rules emerge as the key predictors of contact employee social service behaviors and job satisfaction. The paper concludes with a discussion of research and managerial implications.

Another research conducted by **Michael Behm** on "Employee morale examining the link to occupational safety and health". In this he came out with a model called Great place to Work Institute model which comprised of five factors and the sub-factors under them these which led to positive employee morale in an organization.

Other publications reviewed included an applied research project from the National Fire Academy: Developing an Employee Moral Index in the Emergency Services Organization (**Hunter 1997)**. This was an effort to index morale based on employee satisfaction. The following factors were constructed to determine employee satisfaction:

1. Mean hours of sick leave taken 2. Ratio of refusals to acceptances to volunteer for overtime with pay. 3. Number of grievances filed in a given period. 4. Composite scores of job satisfaction 5. Mean performance evaluation scores.

Each of the factors were then weighted and tabulated to determine the morale of the subject fire department. The author drew the conclusion that there was a strong direct causative correlation between high productivity and high morale and vice versa.

Richard Arwood, a retired Fire Chief and renowned NFA adjunct wrote in an issue of "Speaking of Fire" points out the potentially most cost effective way in which a fire service can increase productivity is through a formal positive reinforcement program. In other terms highly motivated employees are more productive employees (**Arwood 1989**).

Problem Statement:

Is organizational Culture and climate having any impact on employee job satisfaction?

Or, in other words - How to increase job satisfaction with the good organizational culture and climate, via high morale of the employees?

Objectives Of The Study Is To:

1. .Find out the various factors leading to employee job satisfaction and high morale in the organization.
2. Know the level of job satisfaction & morale of the employees working in ATC.
3. Know the organizational Culture and climate in ATC and to suggest measures to increase morale & job satisfaction of the employees at ATC.

Factors Affecting Organizational Culture & Climate:

Organizational Culture and climate is a very complex phenomenon and is influenced by many factors. Several criteria seem to be important for the determinants its levels such as:

1.Objectives of the organization:

Employees are highly motivated and their Morale is highly when their individual goal and objectives are in tune with organizational goal and objectives.

2. Organizational design:

Organization structure has an impact on the quality of labor relation, particularly on the level of Morale. Large organization tend to extend their channels of vertical communication and to increase the difficulty of upward statement. Therefore the Morale tends to be low. Against this flat structure increases levels of Morale and improve organizational culture and climate.

3. Personal Factors:

It is relating to age, education, training, and intelligence of the employees, time spent by them on the job and interest in significance taken by them, affects the organizational culture and climate. For examples if an employees is not imparted proper training he will have low Morale and will be dissatisfied.

4. Rewards:

Employees expect that adequate compensation for their services rendered to the organization. Good quality system of wages, salaries, promotions and other incentives always keeps the organizational culture and climate healthy.

5. Good Leadership and Supervision:

The supervisor's nature can tell the attitudes of employees because a supervisor is in direct contact with the employers and can have better influences on the activities of the employees.

6. Work Environment:

The building and appearance condition of machines, tools, available in work place provision for safety, medical aid and repairs to machinery etc. all have an impact on the organizational culture and climate..

7. Compatibility with fellow employees:

Man being a social animal finds his words more satisfying if he feels that he has the acceptance and company of his fellow workers. If he has confidence in his co-worker and faith in his loyalty then his Morale will be high and it is a sign of good organizational culture and climate.
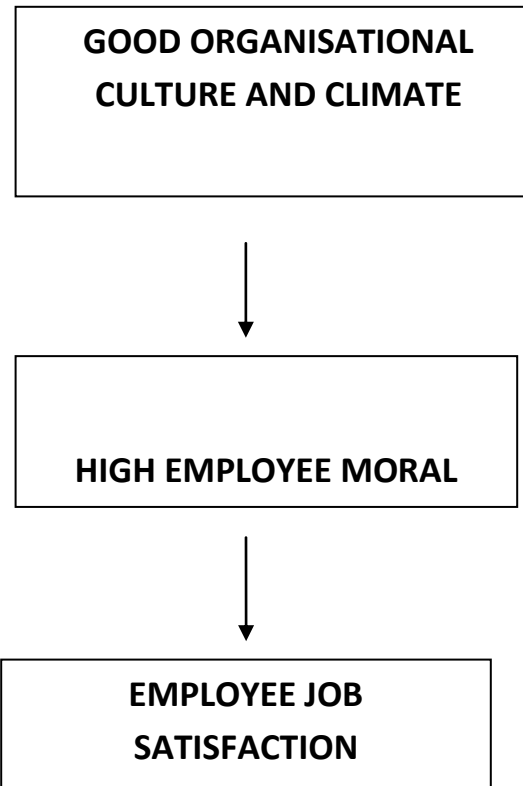
8. Career growth:

If the job gives an employee is an opportunity to prove his talents and grow personality, he will certify like it and it will reflect in organizational culture and climate.

9. Opportunity to share profit:

One of the requirements of high morale is possibility and opportunity of progress in any apprehension. All workers are given an opportunity to progress and earn high wages without any Discrimination.

Research Design:

 A study was conducted in A.T.C and its 74 permanent employees were asked to answer a questionnaire related to above stated topic. The data so collected was interpreted and analyzed with the help of various research tools to come to a final conclusion.

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┌─────────────────────────┐
│  GOOD ORGANISATIONAL    │
│  CULTURE AND CLIMATE    │
│                         │
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│  HIGH EMPLOYEE MORAL    │
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┌─────────────────────────┐
│  EMPLOYEE JOB           │
│  SATISFACTION           │
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Analysis And Intepretation

The data has been collected mainly by way of questionnaire and some secondary data has also been collected.

The analysis of the collected data has been done with the help of SPSS. Following is the interpretation of the collected data:

1.Age of Respondents:
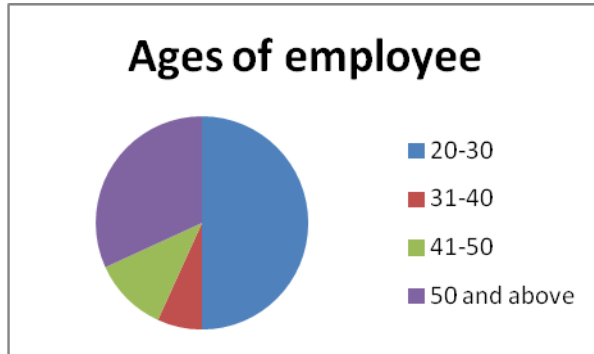
Interpretation:

Out of the 74 respondents, 50% are in age group of 20 - 30 years, 7% of the age group of 31 – 40 years and 11% of the age group 41 - 50 years and 32% of the age group of 50 and above.

2. Education Qualification
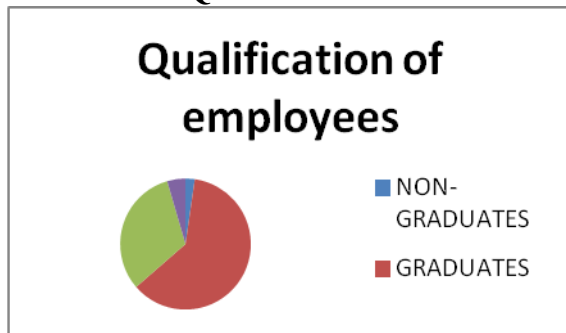
Interpretation

The above table shows that 2% of respondents are non-graduates, 61% of respondents are graduates, 32% of respondents are masters and 5% of respondents are professionals.
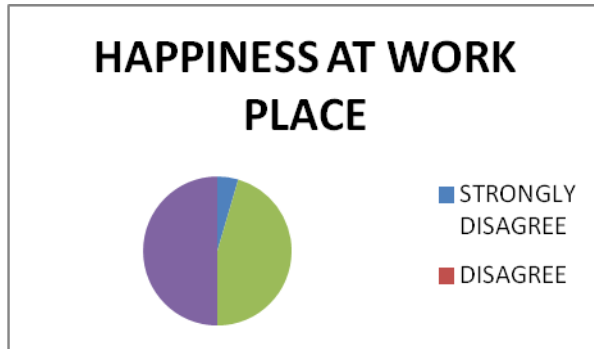
3. Department of the employee
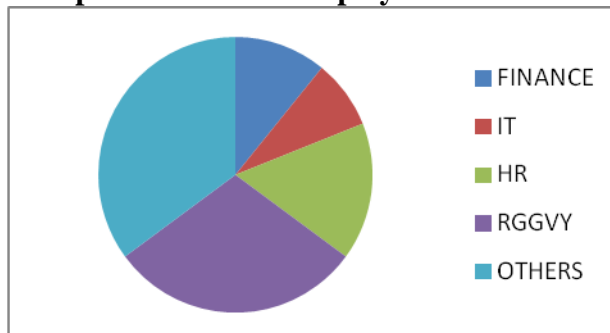
Interpretation

The above table signifies that from the sample size of 74, 25% of the sample is from finance,7% is from IT, 14% is from HR ,25% is from RGGVY and 29% is from others.

4.Happiness at Work Place

Interpretation

It is clear from the table that 5% of the respondent is unhappy to work as an employee in A.T.C and 95% of the respondents are happy to work as an employee in A.T.C.

5. Job Satisfaction
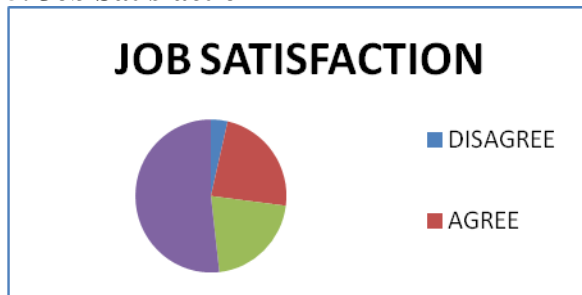
Interpretation

The above table makes it clear that 7% respondents strongly disagree with the satisfaction level of their job, other 7% disagree with their job satisfaction, 45% of the respondents agree that they are satisfied with their job and 41% of the respondents strongly agree with the high satisfaction level at A.T.C.
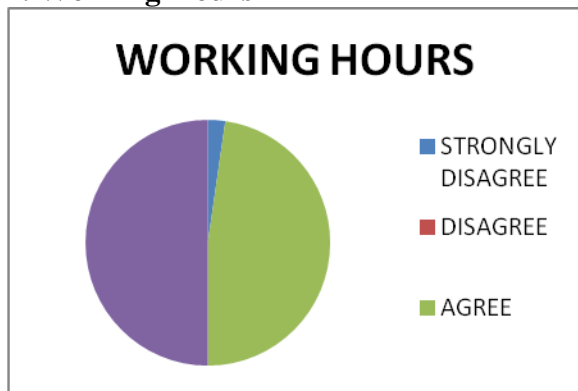
6. Safety and Security of the employee.
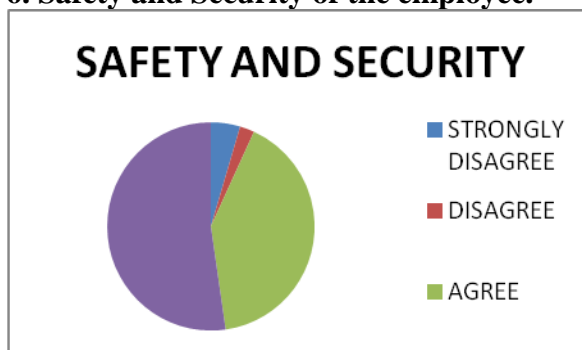
Interpretation

This table is shows the views of respondents towards safety and security. Here 7% of the respondents are disagreeing to the safety and security in A.T.C and 93% of the respondents are agreeing with the safety and security in A.T.C.

7. Working Hours

Interpretation

From the above table it is clear that 50% of the respondents are very happy with the working hours in A.T.C, remaining 48% of the respondents are happy with the working hours and rest 2% are not happy with the working hours .

It is found in study that all the respondents have good opinion towards working hours.

8. Relationship with supervisor
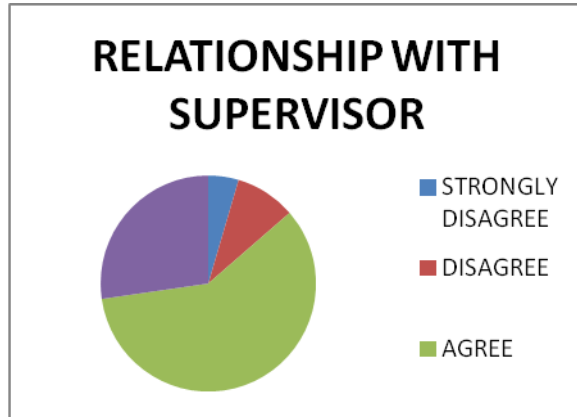
Interpretation

The above table shows about the views of respondents towards relationship with supervisor.

Here 14% of the respondents are not having a good relation with their supervisor whereas 86% of respondents have very good relation with their supervisors.

9. Relationship with Employees
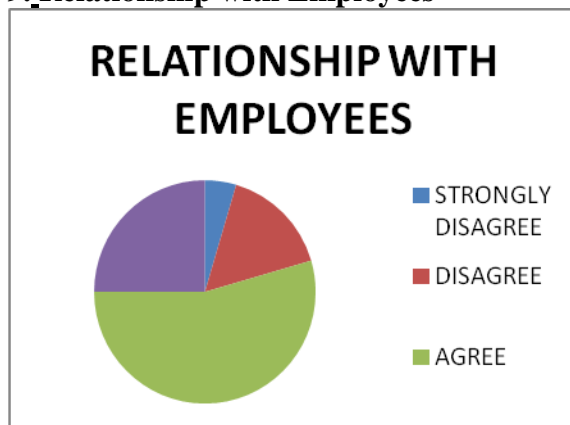
Interpretation

From the above table it is clear that 20% of the respondents disagree with the statement of having good inter personal relationship between the employees.

Whereas 80% of respondents agree as well as strongly agree with the statement of having good inter personal relationship with the employees.

10. Supervisor Encourages talent for Employees Development

SUPERVISOR ENCOURAGES TALENT FOR EMPLOYEES...

- STRONGLY DISAGREE
- DISAGREE

Interpretation

The above table shows that 2% respondents strongly disagree to the statement that supervisor does not encourage talent for employees development 14% disagree, 54% agree that supervisor does encourage talent for employee development and remaining 30% strongly agree with the statement.

11. Satisfaction about Job Security measures

SATISFACTION ABOUT JOB SECURITY MEASURES

- STRONGLY DISAGREE
- DISAGREE
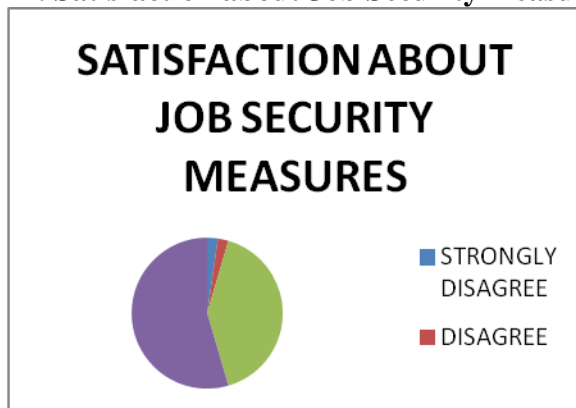
Interpretation

It shows that majority either agree or strongly agree i.e. 41% and 55% of the respondents of the total sample size are satisfied with the job security measures provided by ATC and remaining 4% respondents either disagree or strongly disagree with the statement.

**12. Rules and regulations are easy to understand**

Interpretation

This table tells about the views and the respondent's opinion about whether the rules and regulations are easy to understand and are clean and transparent .

Here 2% and 14% strongly disagree or disagree to the statement whereas the remaining 59% and 25% respondents either agree or strongly agree to the statement.

13. Leave and Holidays
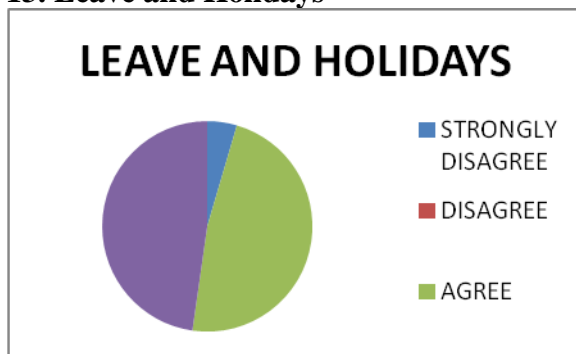
Interpretation

From the above table is clear that 4% of respondents are not satisfied, 48% of the employees are agreeing to the leaves and holidays given to the employees are adequate, Remaining 48% strongly agree with the statement that says the leaves and holidays provided to the employees are adequate.

14. Company provides good opportunity for employees

COMPANY PROVIDES GOOD OPPORTUNITY FOR EMPLOYEES
- STRONGLY DISAGREE
- DISAGREE
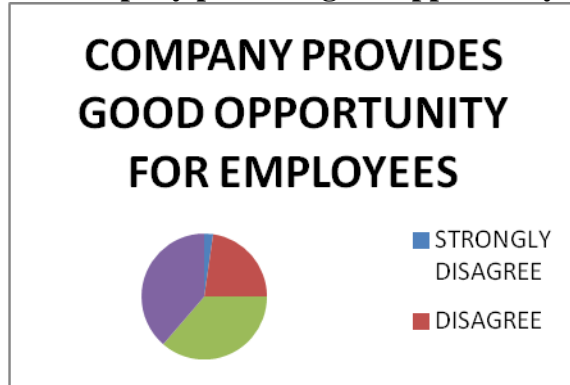
Interpretation

The above table clearly shows that majority of respondents either agree or strongly agree with 36% or 39% by the statement that company provides good opportunity for employees

On the other hand there are 2% and 23% of respondents who strongly disagree or disagree with the statement that the company does not provide good opportunity for employees.

15. Effectiveness of communication between various departments

EFFECTIVENESS OF COMMUNICATION...
- STRONGLY DISAGREE
- DISAGREE
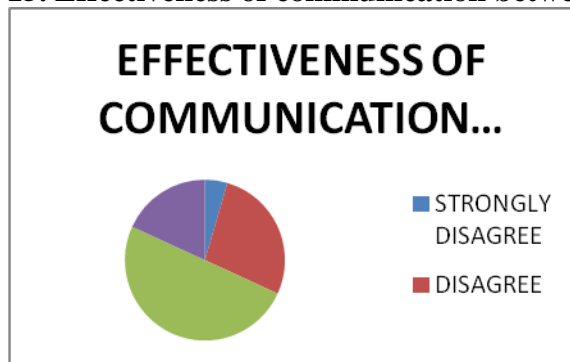
Interpretation

The table interprets that 5% strongly disagree with the effectiveness of communication between various department, 27% of respondents disagree to the statement regarding the effectiveness of communication.

50% either agree to this statement, 18% strongly agree regarding the effectiveness of communication between various departments.

16. Opinion about Supervisor
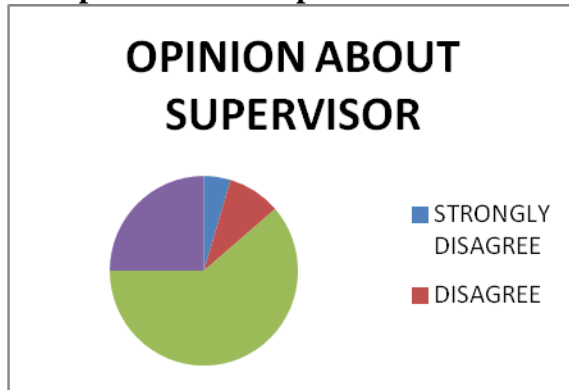
Interpretation

From this table it is clear that majority 61% and 25% respondents have a good perception Towards their supervisors as they either agree or strongly agree with the statement that the supervisor are friendly communicate freely and motivate to perform better and remaining 5% and 9% of respondents disagreed or strongly disagreed to the statement.

Result And Findings

By the study it is found that:

1. Majority of the respondents are satisfied with working environment health, security, safety welfare measures and leaves and holiday facilities etc.

2. Majority of the respondents are having very good relationship with fellow workers supervisors and staffs of other department.

3. Majority of the respondents have opinion that they are getting recognition from their supervisor when they complete their work timely. It is motivating and satisfying for employees in the organization.

4. Majority of the respondents consider their job as satisfying.

5. Majority of the respondents are happy to work as an employee in the organization. It shows a high level of morale, resulting into employee job satisfaction in ATC.

Conclusion And Recommendation

With this study it is clear that various factors which influences organizational Culture and Climate such as Social Security measures, welfare facilities, salary status, bonus, heath condition and recognition of work are getting much importance. Because of which the employees feel motivated and are satisfied with their jobs.

To conclude employee morale plays a very important role in every organization. Good employee morale helps in the success of the organization and job satisfaction. If the morale of the

employee is high it will lead to the high efficiency and effectiveness of the organization and thus tend to take the organization to great heights.

Suggestion

1. Management should make rules and regulations of company accessible to all concerned if possible the same should be transparent up to some extent.
2. It will be more effective if the management take the steps to introduce suggestion scheme system for the employees and continuously work upon it so that wherever there are differences and problems that can be sorted timey.
3. The management should timely check into washroom cleanliness.
4. It is better the management should recognize the needs of employees and encourages employees' special talents.
5. It will be better if the management provides more sitting arrangement in cafeteria.
6. Supervisors should maintain coordinal relationship with workers and offers recognitions of the employee efforts and provide needed guidance to workers.
7. It will be better if management provide performance and potential appraisal in regularly.
8. The management should provide opportunities for career development.
9. The management should give a chance to all employees for training in abroad not to selected employees only.
10. The management should provide fitness room or facilities of indoor games which will help the employees to keep them fresh and enthusiastic towards their work.

Limitations

1. The study is only limited to ATC Jaipur. Other industries may also be studies.
2 . The study was on 74 selected employees, so their need not be the universal opinion.
It could be conducted with a larger sample size.

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