IMPACT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION OF THE EMPLOYEES IN THE STATE BANK OF INDIA, IN NAGAPATTINAM DISTRICT OF TAMIL NADU

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ABSTRACT:

The purpose of this study was to investigate the relationship between organizational climate and job satisfaction in the State Bank of India, in Nagapattinam district of Tamil Nadu. The study reveals that officers perceive moderate satisfaction, whereas clerical staff and sub staff perceive low satisfaction with the overall organizational climate of the study unit. The study further reveals that all the employees irrespective their designation perceives low job satisfaction in the study unit. There is an impact on organizational climate on job satisfaction, because without better organizational climate, job satisfaction cannot be improved. The effective organizational climate is an effective platform to improve job satisfaction of the employees.

KEYWORDS:*organizational climate, Job Satisfaction.*

INTRODUCTION :

Organizational climate is an important aspect of organization and management. The growing research in this area and the concentrated deliberations on the subject contributed to its conceptualization and meaning which helped to develop a wide-ranging outlook on organizational climate as an important concept. Organizational climate is the shared perception of employees who work and subsist in the organization. It is the sum of individual perceptions regarding the organizational procedures, policies and practices. It is the set of measurable properties of the work environment, perceived directly or indirectly by the members, influencing their work and satisfaction. Organizational Climate is about the perceptions of the climate and about complete measures. The 'Climate' may be regarded in absolute terms and measured by instruments, but is 'felt' differently by individuals. The absolute climate may suit one person and not another. All organizational theoreticians and researchers collectively agree that a social climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate is comprised of a combination of norms, values, expectations, policies and procedures that influence work motivation,commitment and ultimately individual or work unit performance. Organizational climate affects every activity in an organization directly or indirectly. The growth of an organization is directly related to the climate. One of the key factors that may influence on employees' perception is organizational climate. Organizational climate helps to set the quality of the organization (Nagaraju&Pooja 2017).

CONCEPT OF ORGANIZATIONAL CLIMATE

Organizational climate defines

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the perceptions employees have about the environment of an organization.Tagiuri and Litwin (1968) in their book explored theconcept and nature of organizational climate and spelled out various approaches to study it. They stated that organizational climate is a relatively enduring quality of the internal environment of an enterprise that is felt by its employees, affects their behaviour and can be expressed in terms of the values of a particular set of characteristics or attitudes of the enterprise.

Campbellet (1970) defines organizational climate is defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment.

Baumgartel (1971) stated that it is a product of leadership practices, communication practices and enduring and systematic characteristics of working relationship among personnel and departments of any particular enterprise.

According to Hellreigel and Slocum (1974), organizational climate is a set of perceived attributes of the organization (or its subsystems), induced from the way the organization and its members deal with each other and with their environment. Organizational climate is a set of global perceptions, held by organizational members about their organizational environment.(Nagaraju&Pooja 2017).

Hellriegel and Slocum (1974) identified it as a set of attributes which can be perceived about a particular organization and/or their systems based on the interaction of its personnel and their environment.

James, et.al. (1978) stated that each enterprise functions in a set of policies, norms and procedures and employees that enterprise perceive and make sense of enterprise policies, practices and procedures in psychological meaningful terms such policies, procedures and practices assume an enduring quality and create unique organizational climate.

Reichers and Schneiders (1990) defined organizational climate as the shared perception of the way the things are around here.

Joan Rentsch (1990) referred to organizational climate as policies, practices and procedures in psychologically meaningful terms, which are regarded as objective properties of the organization and tend to exist for long.

Katz and Kahn (1996) assert that climate is an atmosphere in which individuals help, judge, and reward, constrain and find out about each other. It influences the moral attitude of the individual towards work and his environment.

Thus, it is clear that there is a great diversity in the views of the authors on the issue of organizational climate. It is also because of the diversity and variety that we come across in organizational environment which differs from organization to organization and of which each of view his position in the organization. This individual perception is the measure of organizational climate and this perception of an individual differs from the perception of other individuals in the organization and this organizational perception of an individual affects his motivation as also his behaviour within the organization concerned. Besides, it is the subjective perception of reality rather than the reality itself that affects human conduct most directly.

It is a fact that the subjective meaning that individuals have about the reality influences their behaviour more than the objective environment itself. The organizational climate, therefore, is the midway between the subjective (perception) and the objective (reality) though the former has a greater wattage. Therefore, there is a significant relationship between the perceptional description of an enterprise and its objective reality. (VikasMadhukar and Sulabh Sharma, 2017).

CONCEPT OF JOB SATISFACTION

Different authors have diverse approaches towards defining job satisfaction. Some of the most commonly cited definitions of job satisfaction are analyzed in the succeeding pages.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach, although job satisfaction is under the influence of many external

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factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

Spector (1997) according to him, job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like are dislike their job.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al.,1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm andhappiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

Job satisfaction can be defined the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

The term job satisfactions refer to the attitude and feelings of the people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes toward the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction, in addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011).

ORGANIZATIONAL CLIMATE AND JOB SATISFACTION
research and contingencies", Academy of Management Journal, 17(2), 255-280.

There are numerous studies analyzing the association between organizational climate and job satisfaction, with many researchers finding evidence to support the relationship between the organizational climate and job satisfaction (Field & Abelson, 1982; Friedlander & Margulies, 1969; LaFollette& Sims, 1975; Litwin& Stringer, 1968; Pritchard &Karasick, 1973; Schneider & Snyder, 1975).

In a review of studies investigating organizational climate and job satisfaction, Peek (2003) found that organizational climates that show characteristics such as having a high degree of autonomy, providing opportunities for employees, nurturing relationships among employees, showing interest in and concern for their employees, recognizing employees' accomplishments and holding employees in high regard result in more satisfied workers. Similarly, Brief (1998) found that

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salary, benefits and advancement opportunities were components of organizational climate that had a direct influence on job satisfaction.

In abstract, organizational climate and job satisfaction are separate but related constructs (Al-Shammari, 1992; Keuter, Byrne, Voell& Larson, 2000). Organizational climate is focused on organizational/institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work. (Castro, M., & Martins, N. (2010).

REVIEW OF LITERATURE

Yee Poh Li and AnanthalakshmiMahadevan (2017) analyzed the impact of organizational climate on employee performance in a Malaysian Consultancy firm. The independent variables in organizational climate include role clarity, communication, career and development, reward system, relationship, teamwork and support and direction, while the dependent factor is the employee performance. The study found that all the selected variables of the organizational climate have a positive and significant impact on employee performance and all the variables of organizational climate are positive and the strong impact on employee performance.

Shobha, DeepaVinay (2011) conducted a study to evaluate the satisfaction of the customer service representatives through organizational climate inventory and job satisfaction scale. The study found that approximately fifty per cent of CSRs (46.67%) was not satisfied with their present status as it was not the best method to achieve their objectives and dreams. More than fifty per cent CSRs (56.67%) were moderately satisfied with their job and 30.83 per cent of the CSRs were satisfied. Only 9.17 per cent were highly satisfied with their current job and did not want to change their job.Regarding the climate of the call center 46.67 per cents CSRs stated that the organization climate was of medium category. Nearly 73 per cent were 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. The high level of warmth in the organization was felt by the 46.67 per cent. The 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 organizational climate was of medium level.

UshaTiwari (2014) undertaken a study with a view to assess the organizational climate among the teaching staff of the higher education institutions (Colleges and University). To measure the organization climate a 22 items organization climate survey questionnaire was administrated to selected respondents. The result indicates that 4 items are very good, 13 items are fairly good, 4 items are good and 1 item is average score. The average mean score and percentage score has been calculated at 4.07 (76.75%) for group A, 3.92 (73%) for group B and 3.85 (71.25%) for group C. The average mean score and percentage of the overall organizational climate of 22 items has been computed at 3.95 (73.75%). Conclusively the score of organizational climate of higher education institutions is fairly good and the variation does not exist among the different groups of teachers which are corroborated with the hypothesis.

Haritha and Subrahmanyam (2013) investigated the existing organizational climate in Penna Cement Industries Limited and to identify the variations in perception on organizational climate based on demographic characteristics. The results exposed that there a positive organizational climate such as Job Characteristics, Empowerment, Personal Relations, Performance and Reward, Participative Management and Conflict Resolution.

Murthy Sathya and Sagayaraj T. Eureka (2018) found that theorganizational climate has an effect on reorganization and rewards, teamwork, cooperation, management support, job satisfaction, job involvement, and worker commitment to better organizational performance. Both organizational climate and job satisfaction have a positive effect on job involvement and worker commitment. This study shows that work environment, communication and leadership are vital variables of organizational climate and these variables help to improve job satisfaction and performance of the faculty.

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ZijadaRahimić (2013) analyzed the significance and impact of the strength of various dimensions on organizational climate with regard to satisfaction and found that employees at the top of the organizational hierarchy have a more positive opinion about the organization.

TadesseGezahegnGudeta (2018) analyzed selected organizational climate dimensions in determining academicians' organizational loyalty. The findings of the study exposed that there is significant positive association between the four dimensions of organizational climate and affective dimensions of academicians' organizational commitment, i.e. management and leadership style, suitable career ladder, personnel policies and fringe benefit and salary package and also it has been confirmed that the organizational climate has a significant role in determining academicians organizational loyalty.

Vijayalakshmi, et al (2017) studied the effect of various dimensions of organizational climate on job satisfaction. The aim of the study is to find the relationship between organizational climate and job satisfaction. The results of the study revealed that based on the age and hierarchy of the employees the opinion of the climate and job satisfaction differ. They also revealed that employees have moderate level of job satisfaction based on the climate.

RashmiRai (2014) analyzed the impact of organizational climate on employee satisfaction in the Indian IT organizations. Organizational climate has been measured on the basis of nine parameters such as Role and responsibility, Objectives and goals, Leadership and management work environment, Performance management, Career growth opportunities, Work life balance Rewards and recognition and Pay and benefit. The result obtained highlights the positive relation between Organizational climate and Employee Job Satisfaction. A clear structure, chain of command, coordination mechanism and communication systems enhance the performance of employees and increases job satisfaction among employees which results in positive organizational climate.

SiswoyoHaryono, et al (2019) analyzed the effect of organizational climate and organizational justice on job performance of statistics district coordinators at Statistics Central Bureau, Yogyakarta. The study revealed that organizational climate and organizational justice significantly affected statistics district coordinators' job satisfaction. Organizational climate also significantly affected statistics district coordinators' job performance, whereas the organizational justice had no effect on statistics district coordinators' job performance. Job satisfaction significantly affected statistics district coordinators' job performance and also played a mediating role on the effect of organizational climate and organizational justice on the statistics district coordinators' job performance.

KamarulZaman Bin Ahmad (2018) the aim of this paper is to give some insights on the relationship of organizational climate and job satisfaction, taking personality traits as a moderator. The result shows that there are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction.

Sanad A. Alajmi (2016) studied organizational climate as a predictor of job satisfaction of employees from Kuwaiti industrial companies. The results of the study revealed that there is a significant positive relationship between organizational climate and job satisfaction among employees in these companies and organizational climate explains 46.7 per cent of the variations that occur in job satisfaction. The most important dimension affecting job satisfaction is Leadership and Performance Evaluation, which together explain 50.9 per cent of the variations that occur in job satisfaction.

STATEMENT OF THE PROBLEM

For any organization which is dealing with people needs a good human resource management practices for efficient functioning. Banking has been and will always be a "People Business". Efficient and effective management of the human resource in the organization turns it a successful one. For banking, the importance of human resource management has developed manifold because the nature of the banking industry, which is mainly service based. The management of people in the organization along with handling the financial and economic risks at the wider level is the most potent challenges in front of the banking industry in any given time frame. Efficient and skilled manpower in the sector can only manage the financial risks that the banks need to take on a regular basis.

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Organizational climate is the core circle of the human environment within the boundaries of which the employees of an organization work. The survival and growth of any organization is directly proportional to the favourable climate in it. Employees in the organization have to be well conversant with culture, system and policies. This inculcates a sense of belongingness and commitment among employees and helps in the growth of the organization. The climate of an organization is developed and communicated through the organizational behavioural system.

Today, banks are operating in a highly competitive scenario; it is pertinent to note that they need to differentiate themselves from each other. They need to have employees who are passionate about their work and strive to take their organization to greater heights (RuchiArya and Monica Sainy, 2017). The efficient human resource management facilitates a good organizational climate which in turn improves job satisfaction of the employees. Therefore, a good organizational climate and job satisfaction of the employees is a vital factor of improving performance of the bank. Hence, in this study, the researcher analyzed the impact of organizational climate on job satisfaction of the employees in the State Bank of India in Nagapattinam district of Tamil Nadu.

RESEARCH METHODOLOGY

The present study is an empirical research based on the primary data. It is a blend of both descriptive and analytical methods of study. The primary data have been collected from the sample employees in the study unit through a structured questionnaire.

Sample size

In the Nagapattinam district, the State Bank of India established 11 branches. A sample of 4 officers, clerical staff and sub staff were selected from each branch. Thus, a total of 132 employees was selected for the on the basis of the simple random sampling method.

Profile of the respondents

The profile of the respondents in the selected study unit is given in table 4.1.

TABLE 1
DEMOGRAPHIC CHARACTERISTIC OF RESPONDENTS

Demographic Factor		Labels	No. of respondents	Percentage (%)
1	Gender	Male	85	64.39
		Female	47	35.61
		Total	**132**	**100.00**
2	Age	Less than 40 Years	26	19.70
		40 – 50 Years	68	51.52
		More 50 Years	38	28.79
		Total	**132**	**100.00**
3	Marital Status	Married	96	72.73
		Unmarried	36	27.27
		Total	**132**	**100.00**
4	No. of Dependents	2-4 Members	31	23.48
		5-6 Members	72	54.55
		More than 7 members	29	21.97
		Total	**132**	**100.00**
5	Educational Qualifications	Higher Secondary Education	14	10.61
		Undergraduates	80	60.61
		Postgraduates	38	28.78
		Total	**132**	**100.00**

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6	Length of Service	Less the 10 years	18	13.64
		10-20 years	64	48.48
		More than 20 years	50	37.88
		Total	**132**	**100.00**
7	Monthly Income	Less than ₹.50,000	47	35.61
		₹. 50,000 - 75,000	62	46.97
		More than ₹. 75,000	23	17.42
		Total	**132**	100.00

Source: Primary Data

Table 1 shows that out of 132 respondents, the majority of the respondents are male. Among the sample respondents, nearly 51 per cent of the respondents were in the age group of 40-50 years. About 73 per cent of the respondents were married and 55 per cent of the respondents belong to medium sized families. Nearly 61 per cent of the respondents were undergraduates, 48 per cent of the respondents have work experience of 10-20 years and 47 per cent of the respondents monthly income was₹. 50,000 - 75,000.

PERCEPTION ABOUT ORGANIZATIONAL CLIMATE

To measure the perception of the employees about overall organizational climate in the study unit 10 dimensions were identified, namelyRole and Responsibility (5 items), Objectives and Goals (4 items), Leadership & Management (7 items), Organizational Policies (3 items), Work Environment (7 items), Performance Management (5 items), Career Growth and Opportunities (4 items), Work-Life Balance (2 items), Rewards and Recognition (3 items) and Pay and Benefits (4 items). The mean score obtained by the respondents for perception about organizational climate is shown in table 2.

TABLE 2
PERCEPTION ABOUT ORGANIZATIONAL CLIMATE

S.No	Organizational Dimensions	Officers		Clerical Staff		Sub Staff		Total	
		Mean	Mean Score (%)	Mean	Mean Score (%)	Mean	Mean Score (%)	Mean	Mean Score (%)
01	Role and Responsibility	14.52	58.08	05.89	23.56	02.58	10.32	7.66	30.64
02	Objectives and Goals	12.02	60.10	06.43	32.15	02.32	11.60	6.92	34.60
03	Leadership & Management	12.64	36.11	07.54	21.54	04.74	13.54	8.31	23.74
04	Organizational Policies	08.78	58.53	05.32	35.47	01.93	12.87	5.34	35.60
05	Work Environment	16.18	46.23	07.51	21.46	04.06	11.60	9.25	26.43
06	Performance Management	15.12	60.48	04.74	18.96	02.50	10.00	7.45	29.80
07	Career Growth and Opportunities	05.09	25.45	03.05	15.25	01.17	5.85	3.10	15.50
08	Work-Life Balance	04.13	41.30	02.91	29.10	01.16	11.60	2.73	27.30
09	Rewards and Recognition	03.22	21.47	01.55	10.33	01.12	07.47	1.96	13.07
10	Pay and Benefits	03.20	16.00	01.93	09.65	01.14	28.50	2.09	10.45
	Overall Average	94.9	43.14	46.87	21.30	22.72	10.32	24.91	11.32

Source: Primary data

Table 2 shows that out of a maximum score of 220, the sample respondents have obtained an overall mean score of 11.32 per cent. The officers, clerical staff and sub staff have secured a mean score of 43.14 per cent, 21.30 per cent, 10.32 per cent respectively. Out of 10 variables all the respondents got a minimum score for the item 'pay and benefits' followed by Rewards and Recognition and Career

Growth and Opportunities. The officers obtained a minimum score of Leadership & Management and Work Environment. The clerical and sub staff have secured a low score for all the 10 dimensions.

LEVEL OF PERCEPTION ABOUTORGANIZATIONAL CLIMATE
The level of perception of the respondents about organizational climate is shown in table 3.

Table 3
level of perception aboutorganizational climate

Designation of the Respondents	Level of Perception			
	Low	Moderate	High	Total
Officers (Low: Mean Score < 89.68) (Moderate: Mean Score 89.69 - 100.11) (High: Mean Score > 100.12)	15 (34.09)	23 (52.27)	06 (13.64)	44 (100.00)
Clerical Staff (Low: Mean Score < 44.68) (Moderate: Mean Score 44.69 - 49.07) (High: Mean Score >49.08)	25 (56.82)	14 (31.82)	05 (11.36)	44 (100.00)
Sub Staff (Low: Mean Score < 21.45) (Moderate: Mean Score 21.46 - 23.98) (High: Mean Score > 23.99)	31 (70.45)	10 (22.73)	03 (06.82)	44 (100.00)
Total	71 (53.79)	47 (35.61)	14 (10.60)	132 100.00)

Source: Primary Data

Table 3 reveals that out of 132 respondents, nearly 54 per cent, 35 per cent and 11 per cent of the respondents experienced low, moderate and high level of perception. Table further shows that the majority of the officers reported moderate perception, whereas the majority of the clerical staff perceived low perception. About 70 per cent of the sub staff revealed a low perception about the overall organizational climate of the study unit. Therefore, it can be inferred from the table that officers perceive moderate satisfaction, whereas clerical staff and sub staff perceive low satisfaction with the overall organizational climate of the study unit.

DESIGNATION AND LEVEL OF PERCEPTION
't' test was applied to analyze whether there is any significant difference between the designation-wise distribution of the respondents and their level of perception. The result is shown in table 4.

Null Hypothesis
There is no significant difference between designation of the respondents and their level of perception about organizational climate.

Table 4

Designation of the Respondents	Mean	S.D	t-value	Result
Officers and Clerical Staff	94.9	5.22	2.6765	*significant
	46.87	2.21		
Officers and Sub Staff	94.9	5.22	4.2454	*Significant
	22.72	1.27		

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| Clerical Staff and Sub Staff | 46.87 | 2.21 | 2.9855 | *Significant |
| | 22.72 | 1.27 | | |

*Significant at 5% and 1% level.

As per table 4, the result of t-test reveals that there is a significant difference between officers and clerical staff, officers and sub staff & Clerical staff and Sub staff about the perception overall organizational climate of the study unit.

Demographic variables and level of perception
The relationship between demographic variables and level of perception of the respondents about organizational climate of the study unit is shown in table 5.

Null Hypothesis
There is no significant relationship between demographic variables of the respondents and their level of perception about organizational climate.

Table 5
chi-square test result

Demographic Variable	Chi-Square Test – Value	Df	Table value 5% level	Table value 1% level	Ho Accepted / Rejected	Significance
Gender and level of perception	0.796	2	5.991	9.210	Accepted	Not significant
Age and level of perception	02.07	4	9.488	13.277	Rejected	Not significant
Marital status and level of perception	0.884	2	5.991	9.210	Rejected	Not significant
No. of Dependent and level of perception	09.91	4	9.488	13.277	Rejected	*Significant
Educational qualifications and level of perception	05.66	4	12.592	16.812	Accepted	Not significant
Length of Service and level of perception	01.86	4	9.488	13.277	Rejected	Not significant
Income and level of perception	20.00	4	9.488	13.277	Rejected	**Significant

*Significant at 5% level ** Significant both at 5% level and the 1% level.

Table 5 reveals that there is a significant difference between the number of dependents and level of perception and income and level of perception, Number of Dependent and level of perception. However, there is no significant difference between gender and level of perception, age and level of perception, marital status and level of perception, Educational qualifications and level of perception and length service and level of perception abut organizational climate of the study unit.

JOB SATISFACTION
Job satisfaction is increasingly becoming important in the workplace. Employers now recognize that the "happier" their employees are, the better will be their attitude towards the work, the higher their motivation and the better will be their performance. Job satisfaction in any field of work depends a lot on how conducive the work environment is. The work itself, the pay and the scope forpromotion are only some of the factors which have an impact on job satisfaction. Job satisfaction scale developed by

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RabindraN.Kanungos (1982), a widely used questionnaire is used to assess the job satisfaction of the respondents. This scale was modified to suit the employees in the banking industry. This scale consists of 47 items, covering the job satisfaction factors such as work (20 items), supervision (11 items), pay (6 items), promotion (5 items) and co-workers (5 items). Each item consists of 5 alternatives.

They have been given weightage as 1 to 5. Negative statements are scored inversely. The responses are Disagree, More Disagree, Average, Agree and More Agree. The respondents were asked to encircle any one of the alternatives. If the score is below 118, employees have low job satisfaction, if the score is between 119 and 165, employee job satisfaction is of moderate level, and if the score is above 166, employees' job satisfaction is high. The mean score obtained by the respondents in respect of the job satisfaction is analyzed and presented in table 6.

Table 6
Job Satisfaction

S.No	Job Satisfaction Factors	Officers		Clerical Staff		Sub Staff		Total	
		Mean	Mean Score (%)	Mean	Mean Score (%)	Mean	Mean Score (%)	Mean	Mean Score (%)
01	Work	47.18	47.18	39.87	39.87	28.74	28.74	38.60	38.60
02	Supervision	20.98	38.15	16.57	30.12	09.05	16.45	15.53	28.24
03	Pay	05.68	18.93	04.57	15.23	03.08	10.27	04.44	14.80
04	Promotions	05.97	23.88	03.74	14.96	02.45	09.80	04.05	16.20
05	Co-workers attitude	07.62	30.48	10.03	40.12	09.61	38.44	09.09	36.36
	Overall Average	87.73	37.33	74.78	31.82	52.84	22.49	71.68	30.50

Source: Primary Data

Table 6 shows that out of a maximum score of 235, the sample respondents have obtained an overall mean score of 30.50 per cent. The officers, clerical staff and sub staff have secured a mean score of 37.33 per cent, 31.82 per cent, 22.49 per cent respectively. Out of five variables all the respondents got a low mean score for the items pay and promotions. Among the respondents the sub staff have obtained a low mean score when compared to officers and sub staff.

Level Of Job Satisfaction
The level of job satisfaction of the respondents is shown in table 7.

Table 7
level of job satisfaction

Designation of the Respondents	Level of Job Satisfaction			
	Low	Moderate	High	Total
Officers	28 (63.64)	11 (25.00)	05 (11.36)	44 (100.00)
Clerical Staff	30 (68.18)	10 (22.72)	04 (09.10)	44 (100.00)
Sub Staff	34 (77.27)	08 (18.18)	02 (04.55)	44 (100.00)
Total	92 (69.70)	29 (21.97)	11 (08.33)	132 (100.00)

Source: Primary data

It is observed from the table 7 that out of 132 respondents, about 70 per cent, 22 per cent and 8 per cent of the respondents revealed low, moderate and high level of job satisfaction. In addition to that

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the majority of the officers, clerical staff and sub staff reported low job satisfaction. Therefore, it can be inferred from the table that all the employees irrespective their designation perceive low job satisfaction in the study unit.

Impact OF Organisational Climate On Job Satisfaction

The organizational climate and job satisfaction are studied widely in different parts of the world. It is assumed that organizational climate is closely associated with job satisfaction. Because many scholars and practitioners believe that better organizational climate results in a better level of job satisfaction whichultimately improves organizational performance. Therefore, the impact of organizational climate on job satisfaction is analyzed through correlation and regression analysis.

Null Hypothesis

There is no impact of organizational climate on job satisfaction of the employees.

Table 8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.108a	0.014	0.0382	0.98793
a. Predictors: (Constant), Organizational Climate				
Coefficients a				

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.894	0.688		3.277	0.000
	Job Satisfaction	0.89	0.189	0.137	0.488	0.034
	a. Predictors (Constant) Organizational Climate b. Dependent Variable: Job Satisfaction					

Table 8 shows that the value of Pearson correlation and regression is + 0.108 and the significance level is 0.034, which is less than 0.05 showing that the null hypothesis is rejected that shows there is an impact on organizational climate on job satisfaction, because without better organizational climate, job satisfaction cannot be improved. The effective organizational climate is an effective platform to improve job satisfaction of the employees.

CONCLUSION

The study reveals that officers perceive moderate satisfaction, whereas clerical staff and sub staff perceive low satisfaction with the overall organizational climate of the study unit. The study further reveals that all the employees irrespective their designation perceives low job satisfaction in the study unit. There is an impact on organizational climate on job satisfaction, because without better organizational climate, job satisfaction cannot be improved. The effective organizational climate is an effective platform to improve job satisfaction of the employees.

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