Volume : 3 | Issue : 4 | April 2014 • ISSN No 2277 - 8160

Research Paper | Management

The Impact of Organization Climate And Culture on Job Satisfaction of the Employees in Tamilnadu Newsprint and Papers Limited (TNPL)

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ABSTRACT

The Climate of an organization plays a vital role in moderating the culture of an organization. It serves as an indication of the concept of Organizational culture in general. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. The present study was undertaken with an aim of understanding the impact of organization climate and culture on job satisfaction of the employees prevailing in the TNPL and to identify the expectations of the employees. Organization Climate and Culture is explained as the perception that employees share about what is important in an organization obtained through their supports. Organizational climate consist of a set of characteristics that may be induced from the behavior and attitude in which the organization deals with its members. The sampling technique adopted for this study was Probability Convenience sampling. All the data collected were compiled by using descriptive statistics. The primary data for the study was collected through questionnaire and secondary data collected from journals, books, and magazines. The tools used for analyzing the collected data are Simple Percentage Analysis, Weighted Average Method, Factor analysis, Chi-square analysis and One-way ANOVA. And out of the inferences the suggestions and conclusions are made for the study.

KEYWORDS : Organizational Climate, Organizational Culture, Job satisfaction.

I.INTRODUCTION

The study is confined to the various levels of management, department and the functions. It includes management or leadership style, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, and provision of good working conditions of the employees. Organizational Culture is that set of beliefs, values, work styles and relationships that distinguish one organization from another. Job Satisfaction means the contentment of the employees because of their jobs. The consequence of the study may emerge as satisfaction or dissatisfaction of the employee from the job.The study is used to analyze the impact of organization climate and culture on job satisfaction of the employees in TNPL.

II. RESEARCH FRAMEWORK

2.1. STATEMENT OF THE PROBLEM

The success of an organization depends on the relationship of the employees among themselves and with the management. If the employees feel that the working relationship among them is not satisfactory and the openness among the employees is low, means that will surely affect the success of the organization. And this lead job dissatisfaction of the employees. It enables us to take decision regarding changes in climate, culture and their job. Employees face many problems like people lacking competency, organization changes, etc. The employees feel pressure to perform their work and they have sense of fear while working in the organization. The employees are spending much of their time in useless activities and they are not having any freedom in their work.

2.2. OBJECTIVES OF THE STUDY

- ✓ To find out the perception of the employees towards various dimensions of organization climate and culture in TNPL.
- ✓ To study the relationship between Socio-Economic characteristics and job satisfaction of the employees in TNPL, Karur.
- ✓ To find out the existing organization climate and culture perceived by the employees in TNPL, Karur.
- ✓ To compare the relationship between organization climate on job satisfaction, organization culture on job satisfaction.

2.3. LIMITATIONS OF THE STUDY

- ✓ The information given by the respondents may be self-biased.
- ✓ It was difficult to elicit responses from employees who do night shifts.
- ✓ This survey was conducted and targeted only on permanent employees in TNPL.

1.4.RESEARCH METHODOLOGY

Descriptive type of research is used for the study which describes the characteristics of a particular individual or of a group. There are 5880 employees working in TNPL in total out of which the sample size is limited to 150. The samples are selected basis on the availability of the employee. Hence probability convenience sampling method is employed in the sampling method.

III.REVIEW OFLITERATURE:

Originally, work was a matter of necessity and survival. Throughout the years, the role of "work" has evolved and the composition of the workforce has changed. Today, work still is a necessity but it should be a source of personal satisfaction as well (Gayathri and Karthikeyan, 2013). Organizational culture is a pattern of shared values and beliefs that helps members of an organization to understand the organizational activities (Cuong et al, 2008). An organization with a strong culture has a system that illustrates how employees are to behave most of the time. In a weak culture, employees are spending most of their workday trying to figure out what to do and how to do it(Kane-Urrabazo, 2006). It also affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act(Lok and Crawford, 2004). Organizational activity is oriented around a set of variables which together constitute a climate of work(Dr.RamandeepChahai et al, 2012). Green HRM is in charge to deal with these interaction effects in culture, climate and its influences on employees' chances to manage their life domains. For individual members within the organization, climate takes the form of a set of attitudes and expectancies, which describe the organization in terms of both static characteristics and behaviouroutcomes (Forehard and Gilmer,1964).

IV.ANALYSIS AND INTERPRETATION

Table .1: Demography Profile of Employees in TNPL

Demography Profile	Category	No Of Respondents	Percentage
Designation	Manager	31	20.7
	Executive Officer	45	30.0
	Staff	60	40.0
	Employees	14	9.3
Age	Below 30 Yrs	22	14.7
	31 – 40 Yrs	33	22.0
	41 – 50 Yrs	41	27.3
	Above 50 Yrs	54	36.0

Gender	Male Female	112 38	74.7 25.3
Marital Status	Married Unmarried	127 23	84.7 15.3
Qualification	School ITI Diploma/Degree PG Degree	5 4 59 82	3.3 2.7 39.3 54.7
Experience	Below 5 Yrs 5 – 15 Yrs 15 – 25 Yrs 25 – 30 Yrs Above 30 Yrs	23 25 59 33 10	15.3 16.7 39.3 22.0 6.7
Income	Below Rs.25000 Rs. 25000 – 30000 Rs. 30000 – 35000 Above Rs. 35000	16 287 47 59	10.7 18.7 31.3 39.3

Source : Primary data collected from questionnaire.

- **Factor Analysis**

Table. 2: KMO and Bartlett's Test for Organization Climate

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.706
Bartlett's Test of Sphericity	Approx. Chi-Square	232.244
	DF	45
	Sig.	0.000

Source : From the output of SPSS.

Interpretation: Table 2 indicates that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy in the study is 0.705.

Table. 3:Total Variance for Organization Climate

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.722	27.218	27.218	2.722	27.218	27.218	2.072	20.725	20.725
2	1.432	14.322	41.541	1.432	14.322	41.541	1.867	18.674	39.398
3	1.205	12.055	53.596	1.205	12.055	53.596	1.420	14.197	53.596
4	.969	9.694	63.290						
5	.881	8.813	72.103						
6	.739	7.391	79.494						
7	.577	5.767	85.262						
8	.542	5.422	90.684						
9	.479	4.795	95.478						
10	.452	4.522	100.00						

Source : From the output of SPSS.

Interpretation: Table 3 depicts the total variance explained. Total variance is explained with rotation, the Eigen values are different for factor 1,2,3,5,6,7,8,9, and 10. The eigen values for factor 1,2 and 3, are 2.722, 1.432 and 1.205. Percentage of variance for factors 1,2 and 3 are 27.218, 41.322 and 12.055 respectively. It indicates that three factors extract from 10 factors have cumulative percentage upto 53.596% of the total variance.

Table.4 :Rotated Component Matrix for Organization Climate

Factor	Component		
	1	2	3
The top management in the organization goes out to its way to make sure that employees enjoy their work		.707	
Development of subordinates is seen as an important part of their job by manager/ supervisor		.792	
Personnel policies facilitate employee development		.705	
People lacking competencies are helped to acquire it		.321	
Employees are helpful to each other			.766
Employees are very informal and don't hesitate to discuss problems			.796
Promotion decisions are based on suitability of the employees rather than favoritism	.659		
Superior takes special care to appreciate good work of employees	.790		
Encouragement to try out the methods and creative ideas	.649		
Training programs are based on genuine training needs	.637		

Source : From the output of SPSS

Interpretation : Table 4 indicates that there are three factors. Factor 1 is named as Promotional Activities, Factor 2 is named as Employees Development and Factor 3 is named as Nature of Employees.

Table .5: KMO and Bartlett's Test for Organization Culture

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.569
Bartlett's Test of Sphericity	Approx. Chi-Square	110.175
	DF	45
	Sig.	0.000

Source : From the output of SPSS.

Interpretation: Table 5 indicates that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy in the study is 0.569.

Table .6 :Total Variance for Organization Culture

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.881	18.807	18.807	1.881	18.807	18.807	1.659	16.595	16.595
2	1.486	14.858	33.665	1.486	14.858	33.665	1.430	14.305	30.899
3	1.229	12.290	45.955	1.229	12.290	45.955	1.304	13.036	43.935
4	1.067	10.674	56.629	1.067	10.674	56.629	1.269	12.694	56.629
5	.926	9.263	65.892						
6	.841	8.406	74.298						
7	.790	7.897	82.195						
8	.640	6.399	88.595						
9	.605	6.053	94.648						
10	.535	5.352	100.000						

Source : From the output of SPSS

Interpretation: Table 6 depicts the total variance explained. Total variance is explained with rotation, the Eigen values are different for factor 1, 2,3,5,6,7,8,9, and 10. The eigen values for factor 1,2,3 and 4 are 1.881, 1.486, 1.229 and 1.067. Percentage of variance for factors 1,2,3 and 4 are 18.807, 14.858, 12.290 and 10.674 respectively. It indicates that eleven factors extract from 10 factors have cumulative percentage upto 53.596% of the total variance.

Table .7:Rotated Component Matrix for Organization Culture

Factor	Component			
	1	2	3	4
Employees have more freedom in their work	.503			

Employees do not have the knowledge and /or the skills to do their job properly		.701		
Employees feel organization is spending much of their time in useless or meaningless activities		.653		
Employees are allowed to ask questions or clarify doubts	.775			
The organization forgive mistakes and allow employees to learn from them	.544			
The organization is flexible enough to respond to changes quickly			.614	
Employees feel pressure to perform		.644		
Employees are aware of the organization's mission, vision and purpose	.692			
Employees have a sense of fear or insecurity while working				.837
The Organization is willing to listen the feedback from employees			.845	

Source : From the output of SPSS

Interpretation: Table 7 indicates that there are four factors. Factor 1 is named as Performance of the Employees, Factor 2 is named as Satisfaction of the Employees and Factor 3 is named as delectation of the employees and Factor four is named as Opportunities.

- **Chi- Square Analysis**

Hypothesis : There is no significant difference between No of years' experience in the company andorganization climate.

Table. 8: Chi- square Analysis between No of years' experience in the organization and Organization Climate

S.No	Organization Climate	Sig. Value	Mean Value	Results
1	The top management in the organization goes out of its way to make sure that employees enjoy their work	0.164	3.7	Not Significant
2	Development of subordinates is seen as an important part of their job by manager/supervisor	0.037	3.2	Significant
3	Personnel policies facilitate employee development	0.887	2.0	Not Significant
4	People lacking competencies are helped to acquire it	0.661	3.5	Not Significant
5	Employees are helpful to each other	0.541	3.9	Not Significant
6	Employees are very informal and don't hesitate to discuss problems	0.129	3.5	Not Significant
7	Promotion decisions are based on suitability of the employees rather than favouritism	0.557	3.5	Not Significant
8	Superior takes special care to appreciate good work of employees	0.893	4.0	Not Significant
9	Encouragement to try out the methods and creative ideas	0.383	2.7	Not Significant
10	Training programs are based on genuine training needs	0.925	3.9	Not Significant

Source : From the output of SPSS

Interpretation: The significance value of development of subordinates is 0.037 which is less than 0.05 therefore reject null hypothesis and accept alternate hypothesis saying that there is a significant relationship between number of years experience in the company and organization climate.All other variables are having the significant value higher than 0.05. So they are not having significant relationship with number of years experience in the company and organization climate.

- **One Way ANOVA**

Hypothesis : There is no significant difference between No of years' experience in the company and organization climate.

Table.9: One – Way ANOVA Analysis between No of years' experience in the organization and Organization Culture

S.No	Organization culture	F	Sig. Value	Result
1	Employees have more freedom in their work	0.005	0.005	Significant
2	Employees do not have the knowledge and /or the skills to do their job properly.	0.424	0.424	Not Significant
3	Employees feel organization is spending much of their time in useless or meaningless activities	0.963	0.963	Not Significant
4	Employees are allowed to ask questions or clarify doubts	0.134	0.134	Not Significant
5	The organization forgive mistakes and allow employees to learn from them	0.318	0.318	Not Significant
6	The organization is flexible enough to respond to changes quickly	0.144	0.144	Not Significant
7	Employees feel pressure to perform	0.818	0.818	NotSignificant
8	Employees are aware of the organization's mission, vision and purpose	0.482	0.482	Not Significant
9	Employees have a sense of fear or insecurity while working	0.688	0.688	Not Significant
10	The Organization is willing to listen the feedback from employees	0.623	0.623	Not Significant

Source : From the output of SPSS

Interpretation: The significance value of promotion decision is 0.036 which is less than 0.05 therefore reject null hypothesis and accept alternate hypothesis saying that there is a significant difference between number of years experience in the company and organization culture. All other variables are having the significant value higher than 0.05. So they are not having significant relationship with number of years experience in the company and organization culture.

FINDINGS

It is found that that the Kaiser-Meyer-Olkin (KMO)measure of sampling adequacy of organizational climate in the study is 0.705.Total variance is explained with rotation, the Eigen values are different for factor 1,2,3,4,5,6,7,8,9, and 10. The eigen values for factor 1,2 and 3, are 2.722, 1.432 and 1.205. The factor analysis resulted in grouping up the statements into three factors, wherein Factor 1 is named as Promotional Activities, Factor 2 is named as Employees Development and Factor 3 is named as Nature of Employees..It is found that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of organization culture in the study is 0.569. Total variance is explained with rotation, the Eigen values are different for factor 1, 2, 3,4,5,6,7,8,9, and 10. The eigen values for factor 1, 2, 3 and 4 are 1.881, 1.486, 1.229 and 1.067.The factor analysis resulted in grouping up the statements into three factors, wherein Factor 1 is named as Performance of the Employees, Factor 2 is named as Satisfaction of the Employees and Factor 3 is named as delectation of the employees and Factor four is named as Opportunities. It is found from Chi-square that there is a significant relationship between number of years experience in the company and organization climate. It is found from one-way ANOVAthat there is a significant difference between number of years experience in the company and organization culture.

SUGGESTIONS

The relationship between the HR department and other functional departments can still be enhanced. Management should look forward to retain the existing employees than to attract new talents. Experienced employees should be given utmost importance in decision making. Only a smooth relationship between the employees and between the departments would be beneficial to all. Knowing employee grievances and address it. This will make the employees to feel that they are valuable to the organization. Discussions with the superior must be free

and open, so that the employees can tell their views without hesitation. Steps can be taken by the management to reduce the politics in the organization which may paves way for a healthy working environment for the employees. HR activities are slowly and steadily transforming into a standardized structure which is healthy for the organization. But the change is difficult to be accepted and adopted for the employees which lead to resistance for change.

CONCLUSION

An organization always requires a good climate and culture for the employees to work in. It is very necessary to enhance the healthy culture and climate for the betterment of the employees as well as organization. The study facilitates in identifying areas of inefficiency and to act on performance barriers faced by employees of all levels, an organization gains a fresh and different perspective to deal with. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and, therefore, increased productivity.

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