Organizational Climate and Job Satisfaction

There are numerous studies investigating the relationship between organizational climate and job satisfaction, with many researchers finding evidence to support the relationship between the two constructs. In a review of studies investigating organizational climate and job satisfaction, Peek (2003) found that organizational climates that exhibit 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 salary, benefits and advancement opportunities were components of organizational climate that had a direct influence on job satisfaction. 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.

Research Objective

The aim of this study was to investigate the relationship between organizational climate and job satisfaction in ONGC, Karaikal.

Research Design

The research approach can be described as a descriptive, cross-sectional field survey, the data as primary data and data analysis as exploratory and correlational. Questionnaires were completed electronically and handled anonymously. The medium used was the intranet, which makes it possible for surveys to be conducted effectively and efficiently. The primary reason for utilizing this approach was time and cost savings as well as the geographical location of employees. The target population can be described as all professional, management, technical, support and administrative personnel (i.e. white-collar workers) \( n=727 \) in ONGC organization.

Measuring Instrument

The organizational climate questionnaire consisted of 70 items used to measure 12 dimensions of organizational climate. The questionnaire utilized a Likert-type scale in which the individual was presented with five alternative response categories for each statement, ranging from strongly disagree (1) to strongly agree (5). All items were positively scored and the final score for each dimension was obtained by acquiring a mean score for each dimension.

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The organizational climate questionnaire was used to measure the climate of the organization. The researchers used questionnaires with five alternative response categories for each statement, ranging from strongly disagree (1) to strongly agree (5). All items were positively scored and the final score for each dimension was obtained by acquiring a mean score for each dimension.

Conclusion

The main purpose of the study was to investigate the relationship be-
between organizational climate and job satisfaction. The results of this study reported a strong positive relationship between the two variables ($r = 0.813$). The findings of this study thus support hypothesis 2, which postulated a positive relationship between organizational climate scores and job satisfaction scores. These results were consistent with those of previous studies investigating the climate/satisfaction relationship (Field & Abelson, 1982; Fisher et al., 2007; Peek, 2003; Schneider & Snyder, 1975).

**Implications for Practitioners and Future Research**

This study provided support for the view that line managers and human resource practitioners should be aware that different 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 behaviour. One could speculate that organizations that understand their employees and are aware of what they need create an environment in which employees can thrive and be creative and productive – all characteristics of successful organizations. The final recommendation relating to the conclusions of this research is that further studies be conducted to explore the relationship between organizational climate dimensions that are perceived as being internal to or having a direct influence on the employee and organizational dimensions that are perceived as being external to or having an indirect influence on employee satisfaction levels.

**References**