

CHAPTER 4

REVIEW OF LITERATURE

- 4.1 Organizational Climate
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on Job satisfaction

CHAPTER: 4

LITERATURE REVIEW

4.1 INTRODUCTION:

The chapter reviews the various empirical literatures available on the subject of Organizational climate, Job satisfaction and the relationship between Organizational climate and Job satisfaction. The literature on the subject is very large and it has been delimited to reviewing some important literature to outline the core issues.

Review of literature aims to re-evaluate the key points of present knowledge and includes substantive findings with theoretical and methodological contributions on a particular topic. It comprises of secondary sources which do not contain any new or original work but helps in identifying the research gap. Literature review is also very useful to determine focused problem on which the research is to be carried out.

Keeping in mind all the criteria, this chapter mainly focuses on three things i.e. to review the related research article and find out the author(s) and the year of publication, to see the methodology and parameter used in that research and finally the outcome of the research.

4.2 LITERATURE REVIEW ON ORGANIZATIONAL CLIMATE

Nagaraju & Pooja (2017) compared the perception of employees' about organizational climate working in public and private sector banks through dimensions of organizational climate. Employees' performance can be improved when organizations are employee- centered and achievement oriented. The data was collected from 150 employees of public and private sector banks. Statistical techniques of means, standard deviations and ANOVA were used to analyze the data. The findings indicated that organizational climate significantly differs in public and private sector banks under study. Organizational climate stimulates employees and makes them feel as part of

the organization was revealed in the study. In private sector bank, employees have significant high perception about training related to the job and to meet the professional standards which enhances their efficiency and effectiveness of their work.¹

M. Muthukumar and K. Guru (2016) studied the organizational climate and its dimensions in 41 branches in Chennai of Karur Vysya Banks. Organizational climate covered seven dimensions like work environment, team work, management effectiveness, commitment, competency, rewards and recognition. Data collected was analyzed using chi square test. The major findings revealed that employees were widely satisfied with the training provided, had clarity about organizational goals and objectives, employees expect monetary reward.²

Yadav, Balaji, Narendra (2016) organizational climate determines the employees' perception and perspectives of an organization. It is referred as the set of measurable attributes of a work environment as perceived by employees. The study aimed at determining the perceived and prevailing climate and its impact on the production. Dimensions of organizational climate help organization to understand employees better to infuse positive changes. The study consisted of primary data obtained from 150 employees. The data was analysed and it was found that three dimensions i.e. structure, risk and conflict was satisfactory perceived while other three dimensions namely warmth and support, responsibility and reward was perceived to be good while one dimension expected approval required the improvement.³

M. Muthukumar, K Guru (2016) studied the impact of employee's perception of organizational climate in manufacturing industries at Chennai. Data was collected from 245 employees from 11 industries through multi stage sampling design. ANOVA statistical technique was used for analyzing the data. The findings of the study found considerable difference in the perception about organizational climate by the age, education and experience of the respondents.⁴

Dr.Rajeesh Viswanathan, P Jeevitha (2015) viewed organizational climate as the corner stone for any organizations success. Herzberg et al.'s (1959) was of the view that the absence of hygiene factors would impact operating climates (such as those with poor communications and interactions between leader and follower, or strained social relationships and supervision) and may considerably contribute to worker dissatisfaction and reduction in business performance. The study examined the consequences of organizations climate on business performance.⁵

M. Kannan, Dr. A. Rajamohan (2014) analyzed the factors influencing organizational climate in a textile mill. Organizational climate is the human environment within organization where employees do their work. It can influence motivation and job satisfaction. Based on the organizational climate perception employees expect certain rewards. The objectives were to study the factors influencing organizational climate and how it influenced the demographic factors. Organizational climate were measured through various variables like organization design, reward system, co-worker relations, work environment, direct supervision, organizational commitment, communication, technology. The findings of the study revealed that organizational climate factors contributed at 84% to overall organizational climate. It was concluded that management should consider employee's viewpoints and take some continuous feedback from them so that that organizational climate can be maintained as healthy and best.⁶

Meenakshi Gupta (2014) aimed to understand the organizational climate of pharmaceutical industry in India. Data was collected with the help of structured close ended questionnaire using convenience sampling design. Chi square was used to analyse the data and was concluded that most of the employees do not face any kind of problem while working in the organization but some of the employees face attitude problem, which includes resistance to change by the immediate boss, interpersonal relations and lack of co-operation by the other employees.⁷

Dr. Harish Shukla, Aditi Pareta (2013) studied the difference in the employees perception regarding organizational climate on the basis of certain demographic details (gender, level, educational qualification, experience, age, and income). The study resulted into considerable difference in male and female employees' perception about organizational climate. Male employees perceived climate of their organization in a better way than that of their counterparts. Lower level employees perceived climate of their organization in a better way than that of their counterparts.⁸

K. Haritha, Dr. S. E. V. Subrahmanyam (2013) studied organizational climate at Penna Cement Industries limited and identified the variations in perception of organizational climate based on demographic characteristics of the respondents. The data was collected from 250 respondents belonging to different departments. The data was analysed with the help of statistical techniques of ANOVA and T test. The analysis of the data revealed that there is no difference in the perception of organizational climate across gender. However there was significant difference in perception of climate across respondents' educational qualification and their level of income. The study suggested that organization should provide necessary facilities, favourable organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment. Organizational climate moderates the relationship between certain climatic elements of organizations (i.e. emphasis on teamwork, innovation, quality of communication, managerial support, and the work itself), and employee affective attitudes such as job satisfaction.⁹

A. Jeyapragash, P. Rani Chandirka (2013) viewed climate as the atmosphere that employees perceive and it is created in their organization by practices, procedures and rewards. These perceptions are developed on a day-to-day basis. Every organization is different and has a unique feeling and character beyond its structural characteristics. Each organization deals with its members in a distinct way through its policies on allocation of resources, communication pattern, reward and penalty, leadership and decision-making, style etc. Thus an organization climate is an intentional creation.¹⁰

Ghulam Mustafa, Dr. Muhammad Ramzan, Afaq Rasool (2013) studied the overall climate prevailing in the banking sector of Pakistan and the perception of employees regarding organizational climate. The study aimed at knowing the perception of bank employees regarding organizational climate and whether they were satisfied or dissatisfied with the climate. The other objective of study was to find out the perceptual difference of employees regarding organizational climate on the basis of gender, educational qualification, work experience and department. Data was collected from 60 respondents of three different banks of Pakistan. Questionnaire consisted of seven components which represented overall organizational climate. These components were Environment, Teamwork, Management Effectiveness, Involvement, Reward and recognition, Competency and Commitment. The data was analysed and it was concluded that there existed average organizational climate in banks of Pakistan and lot of area needed to be improved. The result indicated that there is lack of facilities, favouritism system, and centralized decision making process were the big hurdle in the way of strong organization system. The result also showed that there was no perceptual difference of employees on the basis of gender, experience, qualification and department. Although there were areas such as workplace environment, rules and policies, bureaucracy, job commitment, remuneration which were causing barrier in better organizational climate.¹¹

Sumeet Kaur (2013) investigated the impact of selected variables on perception of organisational climate in Banking Sector in India. Primary data was collected from public and private sector banks of Punjab, Chandigarh and Jammu and Kashmir. The questionnaire had 35 statements on 6 distinctiveness characteristics of Organisational climate namely Structure, Rewards, Individual Job Characteristics, Responsibility, Support and Culture. Total of 300 questionnaires i.e. 50% from public sector banks and 50% from private sector banks were for the study. Data was analysed with regression analysis and it was concluded that perception about quality of organizational culture is largely influenced by Individual Job Characteristics, Support and Responsibility. However, the percentage contribution of individual job

characteristics has been maximum, followed by contribution of support and responsibility.¹²

Shereen Ragab Dorgham (2012) The organizational climate is reflected in an organization's objectives which aim to develop its staff or employees by providing them good working environment and condition, assisting and support them in having job satisfaction, and thus these all will enhance commitment among the staff towards the organization. The study proved the positive relationship between organization work climate and organizational commitment. The study recommended that; organization managements should provide necessary facilities, favourable organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment.¹³

Sheoran, S., Kavitr, Punia, B. K. (2012) carried out the study on employees' perception of organizational climate in India Corporate Sector. They are of the opinion that organizational climate replicates the employees' perception and emotional responses. Data from 670 employees working in different organizations of India were collected to determine the difference in the perception of organizational climate across sector and demographic variables. The data was analyzed using statistical techniques i.e. mean score, standard deviations and F- test (ANOVA). The result of the study revealed significant difference in employees' perception across demographic variables specifically related to qualification, gender of the respondents, managerial cadre, type of organization (public/ private) and salary band.¹⁴

Kuldeep Kaur &Dr. Gurpreet Randhawa (2012) examined the perception of organizational climate of employees of manufacturing enterprises in Amritsar. The authors are of opinion that assessing the perception of organizational climate is a good indicator of how individuals feel about their organizations. The primary data comprised of 200 employees of 10 manufacturing enterprises in Punjab, Amritsar. The dimensions of organizational climate used in study were working conditions, communication patterns, participation in decision making, job clarity, grievance handling, professional and team spirit. The result of the study revealed lower trust

climate and low group climate that did not encouraged open communication. The study also found lower innovation and creativity in climate that affected the way the tasks to be performed by employees in the organizations.¹⁵

Abubakr M. Suliman, Hanan Al Obaidli (2011) examined the nature, strength and significance of link between organizational climate and turnover. Organizational climate was measured using four factors of organizational climate- Decision-making policy, Performance Reward link, Organizational justice, Opportunities for innovation. Data was collected from 70 employees belonging to different managerial level of an organization providing banking services in UAE. Data was analysed using SPSS programme. The findings of the study revealed that employees' perception of organizational climate and all its facets played an important role in determining the rate of employee turnover. Organizational justice as one of the component of organizational climate was found to be the vital factor that explained the variance in employee turnover.¹⁶

Ashish Mathur &MeetaNihalani (2011) studied the organizational climate of the handicraft industry and also recommended innovative steps for having good organizational climate. Good organizational climate is important in order to maintain the job satisfaction among the employee's and better teams can be formed to achieve goals of the organization. The paper aimed at studying organizational climate, factors affecting organizational climate- team work, reward system, employee's commitment and managerial effectiveness for generating positive feelings among the employees. The study concluded that organizational climate affects the quality of service, employee's commitment and involvement towards organization.¹⁷

Jianwei Zhang, Yuxin Liu (2010) studied organizational climate and its characteristics from individuals and organizations perspective. The study aimed at investigating the organizational climate features in enterprises of China. It also aimed at investigating how organizational climate affects human resources management effectiveness and organization effectiveness. Data was collected from 419 managers and staff members. The data was processed with SPSS using MANOVA (multivariate analysis of variance). The result of the

study showed that respondents with low level of education perceived climate more positively than the respondents with high education. Individuals at high position had positive perception about organizational climate while people working for high length of time had negative perception about salary and development. The study also revealed that organizational climate had significant effect on employees' job satisfaction.¹⁸

Victoria Bellow & Andreas Andronikidis (2009) viewed organizational climate as setting of values, rules and priorities to be pursued by the individuals working in the organization. Organizational climate and employees' perception (both at managerial and non managerial positions) within the hotels were taken for study. The data was collected from 24 Greek hotels located in Thessaly region. T test was conducted to find out the significant difference in perception of organizational climate between managerial and non managerial employees. The result indicated efficiency, reflexivity, innovation and flexibility, supervisory support and quality as the most important characteristics affected by organizational climate while outward focus and pressure are the least affected characteristics. There existed significant difference in perception of employees at managerial and non managerial position in the areas of involvement and efficiency.¹⁹

Rekha Nair (2006) researched at IBM to find out how important the work place climate is as it affects employee job satisfaction, level of motivation, creativity and employee retention. The study suggested that over 25% of difference in results of business is directly attributed to differences in climate. The organizational climate aids in attracting and retaining the talented people, improves the employee's opinion, productivity and effectiveness and promotes creativity. Employee's productivity transforms into organizational growth in sales and earnings, less employee turnover. By recognizing the importance of work place climate organization needs to make adjustments and come up with the best practices which would help them to retain their position on top.²⁰

S.N Biswas (1993) made a comparative study of regional rural banks and district cooperative banks with regard to organizational climate. The focus of the study was to compare regional rural banks and district cooperative banks using the multidimensional construct of organizational climate and multiple constituency approach of organizational effectiveness. Data was collected from 71 managers, 30 from district cooperative banks and 41 from regional rural bank of three different states namely Orissa, West Bengal and Uttar Pradesh. From each state head office of one regional rural bank and one District cooperative bank located in the same district were selected. Dimensions of organizational climate consisted of 26 items which captured various facets of organizational climate such as reward climate, control perception of market competition, promotional policies, flow of communication, rules and procedures and role inter- changeability. Each of these items was rated on five point scale. Dimensions of organizational effectiveness included job involvement, job satisfaction, turnover, interpersonal conflict, absenteeism and so on. The comparison of the banks was done with T test for both the organizational climate and organizational effectiveness. The results showed that out of 26 organizational climate items, 11 items showed significance difference between the two groups. Managers of district cooperative banks score considerably higher than the managers of regional rural banks on eight dimensions while on three dimensions, score of regional rural bank managers was higher than district cooperative bank managers.²¹

K.B. Akhilesh, S. Pandey (1986) compared organizational climate of one public and one private sector banks. The major objective of the study was to understand the nature of organizational climate of the two organizations and perception of middle level executives about organizational climate. Dimensions of organizational climate used in the study were organizational role clarity, organizational identification, perceived set of performance standards, role associated responsibility, recognition, team work and conflict potentiality (Litwin and Stringer, 1968). Each item was scored on four point Likert scale. The study was conducted in two banks, one nationalized and one private sector. Data was collected from 140 executives of which 100 executives were from the nationalized bank and 40 from the private sector

bank. T test was used to make the comparison between the two banks. The findings of the study lead to the conclusion that the organizational climate of nationalized bank and that of private banks were different. The climate of public sector bank was tending more towards affiliation orientation while private sector bank had somewhat task-oriented climate.²²

T. Venkateswara Rao & S. N. Chattopadhyay (1974) studied the relationship between organizational climate and productivity of the employees of small industries. The study investigated the difference in perception of managers, supervisors and workers about organizational climate. 126 workers, 9 managers and 22 supervisors from 8 small industries of Hyderabad were studied. The respondents were interviewed with the help of a structured questionnaire using a Likert 5-point scale. The dimensions of the organizational climate included: working conditions, communication, decision-making, loyalty, job security, work atmosphere, permissiveness, promotional policies, handling of complaints, job clarity, favouritism, availability of feedback, etc. Data was analysed and it revealed that there existed intra- as well as inter-unit differences in the perceptions of organizational climate. There were no consistent differences in the perceptions of the managers, supervisors, and workers and rather the differences shown were dependent on the units. Normality was observed in the perceptions with most of the people perceiving the climate as moderately or fairly favourable. The personal factors such as age, education, professional training, and previous experience were not associated with their perceptions. Productivity of the respondents as measured by the method of work sampling was also found to be unrelated with their perceptions of the organizational climate.²³

4.3 LITERATURE REVIEW ON JOB SATISFACTION

San SanMyint et al. (2016) investigated the factors affecting job satisfaction among employees working in the private banking sector of Myanmar. The study explored the differences in overall job satisfaction across demographic variables. Primary data was collected from 364 employees working in twelve private banks. The result showed supervisor, co-workers, compensation and job contents were the factors that lead to job satisfaction. It was also revealed that employees with longer length of service exhibited higher overall job satisfaction while female employees expressed more favourable attitude towards their job content than male employees.²⁴

Dr. A. Thangaswamy (2016) viewed job satisfaction as a psychological phenomenon which explains the state of mind of the workers related to their job. Every worker differs in job satisfaction level. The author studied job satisfaction of bank employees with reference to State Bank of India, Kanyakumari District. The study indicated that no employee working in State Bank of India in Kanyakumari District was totally dissatisfied in his/her job.²⁵

Dr. S. Shanmugapriya (2016) recognized that, eighty percent of what any bank does can be done equally well by any other bank because virtually all banks have access to the same information, the same resource and the same technology, the only arbitrator that decides the success and ability of the banks to compete is the other twenty percent i.e. the people factor – how well the bank utilizes its human resources compared to its competitors. This makes employee the pivot of the banking services. Thus employee satisfaction is not merely a moral compulsion for bank management but a business necessity. The job dimensions are components of the organization, job satisfaction is an evaluation of organizational practices. Job satisfaction depends on organizational variables such as structure size, pay, working conditions leadership and nature of jobs.²⁶

J. Annammal, R. Indirajith (2016) studied job satisfaction of women employees in public and private sector banks of Thiruvarur district. The study concluded that both the sectors of the banks are putting the best efforts to enhance their job satisfaction. Employees of public sector banks provided job security and various other benefits such as medical, pension, gratuity etc. while private sector provided good working condition environment and attractive salary package to retain their best employees. Employees of both the banks were mostly satisfied with salaries, amenities, nature of the work and other allowances.²⁷

Dr. G. Yoganandan, Ms. Sathya. C (2015) identified the employee's job satisfaction level on salary, fringe benefits, job security, and relationship with co-workers, training and development of employees in SBI in Namakkal district. The research covered 139 employees of SBI. The author found that there was no significant relationship between gender and the level of satisfaction towards their relationship with co-workers. The research also found that there existed significant relationship between marital status and the level of satisfaction towards job security.²⁸

Dr. R. Sundhararaman, A. Chandrasekar (2015) compared job satisfaction of employees working in three public and three private sector banks of Tiruchirappalli district. Three public sector banks namely State Bank of India, Indian Bank and Central Bank of India and three private sector banks namely HDFC, ICICI and AXIS bank were selected for the study. The finding of the study showed that employees of private sector banks had less job satisfaction with regard to job security, salary, appreciation or recognition on achieving task and type of job than employees of public sector banks.²⁹

Ashu Bhola (2015) investigated the level of job satisfaction of employees at public sector bank in Kathua (J&K) district, identified the employees job satisfaction level, various factors influencing employees job satisfaction and the relationship between personal factors of employees. The job satisfaction of employees can be enhanced with the improvement in factors such as salary, performance appraisal, employee relationship with management and peers,

promotional strategies, work burden, working hours, training & development program.³⁰

Toan Le Duc (2015) studied factors affecting job satisfaction of employees at bank for investment and development of Vietnam. Data was collected from 120 respondents and analyzed with statistical techniques. The result of the study concluded significant difference in job satisfaction of employees based on gender. Women had higher level of satisfaction than men. However there was no difference in the job satisfaction of employees based on the age and positions. The study also recommended improvement in Income and benefits, enhancing the quality of leadership, relationship with co-worker, policy of training & promotion, quality of work and working condition.³¹

Sangeeta Malpani, Dr. M.G. Varshney (2014) Job satisfaction is beneficial to both employees and employer. Satisfied employees are the power full sources of any economy activity. Job satisfaction improves the work efficiency of employees. Every one want to be achieve higher level of Job satisfaction from their work. The study was conducted in ICICI private sector bank in districts of Udaipur and Rajsamand District in Rajsthan. It was concluded that maximum of employees are strongly dissatisfied or dissatisfied on some of the job aspects. Dissatisfaction level is higher in the reference of pay, promotion, working hour, leave facilities.³²

Md. Shahidul Islam, Md. Mainul Islam (2014) studied job satisfaction of employees working in public and private sector banks. The degree of job satisfaction that brings good working performance in organization was investigated in the study. Quality of work life, organizational climate, job involvement, organizational commitment and job content were the factors that influenced the employees' job satisfaction. The primary data were collected form 400 respondents randomly from 10 equally selected public and private banks. The result of the study revealed that the bank officers of private sector banks were highly satisfied compared to that of public sector banks as they enjoy better amenities and supportive work environment.³³

Vishal kumar, Savita (2014) made a comparative analysis of public and private sector bank employees regarding job satisfaction. The main objective of the study was to identify the factors influencing the job satisfaction of public and private sector bank employees and made a comparison on the basis of eighteen attributes of job satisfaction to determine how important these attributes are. The 18 attributes used in the study were compensation and benefits, company's image, facilities, recognition and rewards , role clarity, advancement opportunities, technology, employee's role, job content, corporate culture, job security, employee suggestions for improvement, leadership and interpersonal relationship, teamwork and cooperation, work climate, training and development, performance appraisal system and supervisor ratings. The sample population consisted of 80 bank employees belonging to top middle and lower level management, out of which 40 belonged to private sector and 40 to public sector. The data was analysed with the help of paired t test to determine the perceptual difference between private and public sector bank employees towards the elements of job satisfaction. The results indicated that company's image and job content are the highly perceived elements by private sector employees and job security is the highly perceived element by public sector employees.³⁴

Nawab Ali Khan, Ms. Suhalia Parveen (2014) found out the basic reasons of satisfaction and dissatisfaction among the public and private sector bank employees in UP state through questionnaire which was based on five point Likert's scale. The study compared the satisfaction level of employees working in Canara bank and ICICI bank through some key factors like Salary, Promotion and Training etc. The result of the study showed that satisfaction regarding salary, compensation and benefits and Promotion was significantly higher among the private sector bank employees than the public sector bank employees. While private sector bank employees were dissatisfied with job security as compared to public sector bank employees.³⁵

Mishra M., Pandey A. (2014) stated that job satisfaction plays an important role in determining and improving the quality of one's life. When one is satisfied with the job his morale gets boosted and aspires to rise ahead in future life. It makes person more confident and helps in having healthy work life. But when person is dissatisfied with work may suffer from difficulties and abnormality in her family, work and personal life.³⁶

Aarti Varma (2014) compared job satisfaction of employees of public and private sector banks located in Thane Region. Banks have vital role to play in economic development of India. Success of any organization is based on satisfied and hardworking organization workforce. The study found out that employees of public sector banks were more satisfied than private sector banks. The important factors of job satisfaction in public sector banks were salary, organizational culture, time schedule, job security, work load, good and healthy relationship, freedom at work place, feedback, benefits such as loan, bonus etc.³⁷

Suman Devi, Ajay Suneja (2013) measured the extent of Job Satisfaction along with its difference among the employees of Public and Private Sector Banks. The study covered four Commercial Banks in all, namely State Bank of India, Canara Bank, HDFC and Axis Bank. Data was collected from 110 employees of selected banks located at various places in Kurukshetra to ascertain their views on job satisfaction. The target audience was managers, officers and clerks. A questionnaire with five-point Likert Scale was used to collect the response. The result of the study found considerable difference in employees' job satisfaction of public and private sector banks with regard to certain aspects. Private sector bank employees were more satisfied with increments & revision in pay and training & development than employees of public sector banks. However there was no considerable difference found in the job satisfaction of public and private sector bank employees particularly related to the factors such as performance appraisal, employee participation, relations with peers and job content.³⁸

Aarti Chahal et al. (2013) investigated the extent of job satisfaction of employees of Canara Bank in Delhi NCR and identified the job satisfaction level of employees. The factors influencing job satisfaction and the relationship between personal factors of employees were studied. 120 employees of Canara bank in NCR region were selected by random and stratified sampling technique. The different factors of job satisfaction included in the study were working environment, salary & incentives linked job, promotional methods, performance appraisal, work burden, relationship with other employees, working hours and training & development. Factors with which respondents had some degree of dissatisfaction included working hours, training and development of employees and frequent transfers. Improvement in these factors would improve satisfaction of employees.³⁹

Muhammad Ashraf et al. (2013) aimed at identifying the impact of demographic variable (age, gender, education and job task) working environment (task identity, task importance, skill diversity and working condition) and managerial control variable (organization policy, compensation, employee retention and empowerment) on job satisfaction of Karachi Water & Sewerage Board employees. Regression analysis was used to analyse the data collected through questionnaire. The result of the study indicated that overall job satisfaction of employees was high pertaining to all three variables under study. 95% variance is explained by demographic, working environment and managerial control for employees' job satisfaction level.⁴⁰

Shallu Sehgal (2012) assessed the extent of job satisfaction and compared the job satisfaction level of employees in a Public Sector Bank (UCO Bank) and a Private Sector (AXIS Bank). The study was conducted at AXIS Bank and UCO Bank, Shimla. Employees from 3 categories according to their status from management staff, office cadre and award staff and sub staff were selected. Sample of 60 respondents 30 from each banks were selected and 10 respondents from each category were taken. The data was analyzed and findings of study revealed that there was significant difference between UCO bank and AXIS bank with regard to job security, salary and benefits given to the employees.⁴¹

Eliza Sharma and Mukta Mani (2012) highlighted the factors which lead to employee satisfaction and to what extent these factors contributed towards employee satisfaction in Indian commercial banks. Differences in the satisfaction level of employees of private, public and foreign banks and the differences in the satisfaction level of employees of banks working in different regions of country such as North, South, East and West was investigated. 9 major cities from different regions were selected for the study. A sample of 30 banks, 10 private, 15 public and 5 foreign banks with sample size of 3000 employees (100 employees each bank and 750 employees from each region) was used in the study.

The dimensions of employee satisfaction in banks was broadly classified into 6 factors which are job specific, working environment, management behaviour, training and development opportunities, compensation and other benefits, and interpersonal relationship. It was concluded that from among these six factors job specific factor contributed the highest towards job satisfaction while interpersonal relationship factor contributed the lowest. Further from the comparative analysis of employee satisfaction in private, public and foreign banks, it was found that the employees of foreign banks were more satisfied than those of private and public banks.⁴²

Dr. T. Velnampy & S. Sivesan (2012) determined employee's job satisfaction of banking industry in Sri Lanka. Data was collected from 126 respondents using questionnaire. Results of the study confirmed that job satisfaction can be determined by ten variables such as payment, happy to work, promotion, subordinate superior relationship, direction of supervisor, achievement, appreciation, participation in decision making, proud to work and enough description.⁴³

Dr. T. Vanniarajan, Dr. H. Samuel (2012), studied the factors influencing job satisfaction and also identified the discriminatory factors among the public and private sector banks regarding job satisfaction. Target population was all employees working in public and private sector banks belonging to middle level management (clerks, cashier and supervisor) in Madurai City. The sample population consisted of 120 bank employees, out of who 60 belonged

to public sector and 60 to private sector. The questionnaire consisted of 17 elements of job satisfaction designed to identify the influencing factors influencing job satisfaction. Data was analysed with the help of Factor analysis and Multiple Regression and it was concluded that Recognition and achievement are significantly related to the overall satisfaction among the bank employees. Level of job satisfaction considerably differs among the two sector bank employees. Private Banks employees are more satisfied with working environment, recognition, income and achievement as compared to their counterparts. However, public sector banks' employees are more satisfied with their leadership. The important discriminatory factors among the public and private sector bank employees regarding their attitude on job satisfaction factors are recognition and achievement. The private banks employees are more satisfied with the recognition and the achievement factors in job as compared to their counter parts.⁴⁴

Olorunsola E. O (2012) investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics or not. The data comprised of 400 senior administrative staff in South West Nigeria Universities, randomly selected from 2 federal and two state universities. Data was analyzed using different statistical techniques namely T test, one way and post- hoc ANOVA. The result of the study indicated that the level of job satisfaction of administrative staff of universities was high. In context with personal characteristics, there was no significant influence of work experience on job satisfaction of workers. Job satisfaction differs across the gender of respondents. The study also revealed that age has significant influence on job satisfaction.⁴⁵

Hassan et al. (2011) examined the satisfaction level of employees working in private banking sector of Pakistan. In today's scenario of keen competition and changing business environment like various other organizations, banks too have to look after employees' satisfaction and retention. Banks comes up with different management strategies to promote job satisfaction of employees and thereby retaining them. Data was collected from 300 employees of private banks of Lahore, Sialkot and Daska city of Pakistan. The factors of job

satisfaction taken in study were job security, organizational operations, working condition, incentives and rewards. The study revealed that most of the employees in private sector banks were satisfied with the type of work, managerial function and job positions while factors of concerns were job security, organizational operations, working condition, incentives and rewards.⁴⁶

Arunima Shrivastava and Pooja Purang (2009) studied the job satisfaction level of a public sector and private sector bank employees in India. The data were collected from two banks, one belonging to the public sector and the other belonging to the private sector. The sample consisted total of 340 bank employees from both public and private sector banks situated in India. 230 bank employees were from public sector and remaining 110 were from private sector banks. Job Diagnostic survey by Hackman and Oldham (1975) was used to ascertain the level of job satisfaction. Job satisfaction was measured through five faceted job diagnostic survey consisting of 14 item scale to measure five specific satisfactions: pay, job security, social, supervisory and growth.

Results indicated that means of public and private banks were significantly different from each other. The study indicated that private sector bank employees perceived greater satisfaction with pay, social and growth aspects of job as compared to public sector bank employees. While public sector bank employees had expressed greater satisfaction with job security as compared to private sector bank employees.⁴⁷

Raj Kamal and Debashish Sengupta (2009) studied the degree of overall job satisfaction prevailing among the bank officers. The study was conducted to examine the impact of different variables such as the occupational level, age, education, organizational climate, economic background and gender on the various factors affecting the overall job satisfaction. The sample size was of 100 officers out of which 80 responded. Questionnaires and interview was used to collect the data. It was concluded that with the change of satisfaction determinants, level of job satisfaction also varies. Job satisfaction shows an increasing trend with increase in the person age. Further it was found that younger employees were less satisfied with their job.⁴⁸

Uma Sekaran (1989) studied the paths to the job satisfaction of bank employees at the workplace through the quality of life factors of job involvement and sense of competence. A sample of 267 employees was drawn from the Midwestern parts of the United States. Employees at various levels like clerical, supervisory and managerial levels from each bank were selected. Variables used in study was Job satisfaction, Job involvement, sense of competence, job characteristics which included dimensions of skill variety, autonomy, task identity and task feedback, organizational climate. The findings of the study revealed that if one wants to increase the job satisfaction of individuals at their work place, just making them get deeply involved in their jobs will not directly help them to increase their job satisfaction. Increasing their confidence in their job competence, skill variety and reducing their stress gives direct path to job satisfaction. Results indicated that personal, job and organizational climate factor influenced the job involvement of people in their jobs, which in turn influenced the sense of competence that they experienced which then directly influenced employees' job satisfaction.⁴⁹

4.4 LITERATURE REVIEW ON ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

Vijayalakshmi C et al. (2017) studied the impact of different dimensions of organizational climate on Job satisfaction. Organizational climate is the general perception of the working conditions of an enterprise, including the level of motivation, innovation, trust, conflict, morale, rewards equity, leader credibility and resistance to change. The study was conducted in a recruitment firm to find the climate factors that influence job satisfaction. 80 samples collected from the recruiters in the firm were analysed using ANOVA One way and regression analysis. The result of the research study concluded that there exists the difference in the opinion of the climate and job satisfaction based on the age and hierarchy of the employees. The employees had moderate level of job satisfaction based on the organizational climate and was recommended to enhance the level of job satisfaction by providing motivation and rewards to increase the commitment towards the organization. The study concluded that organization should concentrate on organizational factors such

as decision making, trust and fair remuneration to have ethical organizational climate and job satisfaction.⁵⁰

Sanad A. Alajmi (2016) explored how organizational climate helps in predicting job satisfaction of employees. The study was conducted on employees of Kuwaiti Industrial companies. 320 employees working in six industrial companies participated in the study but total of 293 was questionnaires appropriately filled were taken for analysis. Organizational climate dimensions included in the study were organizational structure, organization's goals, leadership, work procedures, communication, reward system, support, performance evaluation system and conflict. The findings of the study indicated that organizational climate positively affect job satisfaction. All dimensions of organizational climate considerable impacts on job satisfaction but the most important dimension that affected job satisfaction in the study was leadership and performance evaluation. Both this dimension together explained 50.9% of the variation in job satisfaction.⁵¹

Jalil Hashemi, Delkash Sadeqi (2016) examined the relationship between various dimensions of organizational climate and job satisfaction among 237 employees employed in government departments in Divandarreh. Data was collected with the help of questionnaires. Pearson correlation test was used to analyze the data. The study found job satisfaction as vital prerequisite for employees' effective performance and relations of employees within the organization. The result of the study concluded that there is relationship between organizational climate and its elements with job satisfaction.⁵²

Collins Reuben Gaunya (2016) Human resource is important asset of any organization which leads to effectiveness and efficiency in the various operations of the organization. The study was conducted in public sector departments in KisiiCounty, Kenya with the objective to determine the effect of organizational climate on employee job satisfaction. Data was collected from 271 respondents through simple random sampling. Statistical methods of correlation and regression analysis were used for analyzing the data. The analysis resulted into significant positive relationship between certain dimensions (identity, conflict management and rewards) of organizational

climate and job satisfaction. Employees were highly satisfied with the work they performed as the mission and objectives of organization congruence matched their personal beliefs. Strategies to increase job satisfaction recommended in the study were having fairness in conflict handling process and equity, transparency in compensation system. Maintaining the sound relationship between peers, supervisor and the organization creates sound work environment.⁵³

Fatemeh Asadi (2015) conducted the study on high school teachers of the Department of education in the city of Qods. The study aimed at investigating the relationship between climate of organization and employees job satisfaction. The study was conducted on 200 high school teachers. 132 were the actual sample size taken for data analysis. T test and Pearson correlation coefficient was used to analyze the data. Analyses of the data revealed the findings that there was considerable direct and positive relationship between organizational climate and job satisfaction. Employees' job satisfaction can be enhanced when planning is done on the various dimensions of organizational climate.⁵⁴

Rizwan Qaiser Danish et al. (2015) conducted the study on educational sector of Pakistan. The author aimed at finding out the impact of organizational climate on employee job satisfaction and organizational commitment. Data was collected from 179 teachers of seven different colleges and universities of Pakistan. The data was analysed with the statistical technique of regression analysis. It was found that there was considerable impact of organizational climate on employee job satisfaction and on organizational commitment.⁵⁵

Dr. D. Naganna (2015) aimed at measuring and comparing organizational climate and job satisfaction in selected commercial banks of public and private sector. Samples for the study were selected from 21 public sector and 10 private sector banks with 318 branches in of urban, semi-urban and rural areas in Kadapa district of Rayalaseema region of Andhra Pradesh. Data was collected from total of 3890 employees, out which 1460 were the officers, 1980 belonged to clerical cadre and 450 were sub staff. Statistical techniques

like chi square, T test and coefficient of correlations were used for analysing the data. Analyses of data indicated that the employees in both public and private banks positively perceived organizational climate. However there was significant difference between public and private sector bank employees with regard to dimensions of organizational climate such as formalization, supervision and employee welfare, communication, work relations, performance feedback, innovation. The job satisfaction of employees in both sector of banks were significantly different. The level of job satisfaction among the employees of the private sector is low compared to public sector banks. Job security, sense of service to society and recognition were highly perceived by public sector banks employees.⁵⁶

Rashmi Rai (2014) investigated the impact of organizational climate on employee satisfaction in the Indian IT organizations. The study determined the relation between components of organizational climate with employee job satisfaction. The data was collected from 100 executives of five IT companies in Delhi NCR through questionnaires. Organizational climate was measured on the basis of nine parameters namely Role and responsibility, Objectives and goals, leadership and management, work environment, Performance management, Career growth Opportunities, work life balance, rewards & recognition and Pay & benefit. The result of the study highlighted the positive relation between Organizational climate and employee job satisfaction. Employees' performance and job satisfaction can be enhanced with clear structure, chain of command, communication systems and coordination mechanisms.⁵⁷

Chaur-luhTsai (2014) studied the organizational climate in the terminal operation context of Kaohsiung Port and its impacts on the employees' job satisfaction. It aimed at exploring the organizational climate in the terminal operation context and examining the impact of organization climate on the employees' job satisfactory. Data was collected from 382 respondents through questionnaires. Four dimensions of organizational climate were extracted using factor analysis. The study findings indicated that organizational climate has significant effect on the job satisfaction of employees. The employees with

clearer and more effective incentives and rewards for job performance had better job satisfaction and felt higher job security. The study findings also showed that management system and awards & motivation significantly effect on the employees satisfaction.⁵⁸

Mei Teh, Goi (2014) examined the data collected from 210 respondents from higher educational institution. The study aimed at finding out how organizational climate affects employee job satisfaction and their intentions to leave the organization. Four dimensions of organizational climate namely internal process, rational goal, open systems and human relations used in the study had considerable effect on employee job satisfaction.⁵⁹

Rakesh Kumar (2014) investigated the relationship between some characteristics of organizational climate and employee satisfaction in Bharti Airtel India Ltd at Shimla head office. Data was collected using questionnaire containing the factors influencing both the parameters i.e. organizational climate and employee satisfaction. The study concluded that there existed positive relationship between organizational climate and employee satisfaction that means if organization is unable to create satisfactory climate for its employees it may lead to reduction in employee loyalty and employee job satisfaction.⁶⁰

Mr. P. Siva Kumar, Dr. R. Kannappa (2014) conducted study on nurses of multispecialty private hospitals. The study aimed at examining the demographic factors of the respondents related to organizational climate and job satisfaction. Data was collected from 565 respondents using questionnaires from hospitals of Coimbatore. The hypotheses were tested with ANOVA statistical technique. The result of the analysis revealed that there is considerable difference among the organizational climate dimensions (team work, integration, work environment and autonomy), job satisfaction dimensions (Reward and recognition, work balance, job requirement and staff relation) and age of the respondents. There is also difference between qualification of the respondents and job satisfaction dimensions along with organizational climate dimensions except autonomy.⁶¹

Dr. Santosh Meena, Ms. Mahima Agarwal (2014) examined the relationship among organizational climate, job satisfaction and employees happiness. Climate of Organizational or workplace environment is one of the factors that explicitly or implicitly influence the level of performance of its employees, their level of job satisfaction and thus their happiness. The study reveals that the people prefer to work in comfortable environment and want to attain satisfaction with the job they pursue. The study was conducted on a sample of 90 employees of different educational institutions and data was analysed using correlation and T test. The result concluded that organizational climate is positively correlated with job satisfaction and happiness. Perception of organizational climate and job satisfaction of males and females were found to be significantly different.⁶²

Irene A. Boatent et al. (2014) investigated the perception of employees about how organizational climate and its dimensions their job satisfaction. Two hundred and five employees working in manufacturing firms in Ghana were chosen for the study. The relationship between various dimensions of organizational climate and job satisfaction was analysed using correlation analysis. The main organizational climate dimensions that contribute to job satisfaction as noted in this study are Identity, Rewards and Conflict Management. Analysis of the data lead to the conclusion that, organizational climate contributes towards job satisfaction and therefore it was suggested that managers of the manufacturing sector in Ghana need to find ways and means of improving their organizational factors in terms of support, recognizing and fixing employees on tasks that fit their personal goals and values, to enhance their job satisfaction level.⁶³

Gowthami Chinthala (2014) study aimed at exploring the organizational climate as predictor of teacher's job satisfaction. The factors of organizational climate considered in the study were relating to organization management or leadership style, employee participation in decision making process, opportunity to perform challenging jobs, reduction of boredom and frustration, personnel policies, benefits, better conditions at work and growth in career path. Review of various studies establishes the relationship between

organizational climate and job satisfaction. The study concluded that climate is an influential aspect of job satisfaction and employee retention, which brings effectiveness and success to organization.⁶⁴

Anum Khan et al. (2013) examined the level of job satisfaction of Islamic bank operational staff in relation with organizational climate, Occupational stress, Gender and Age. Organizational climate varies with the hectic transactions load, supervisors' mood and emotions. The result of the research revealed that organizational climate had significant impact on the level of Job satisfaction. However there was no significant difference between managers and officers in terms of their level of job satisfaction and both the groups were appearing almost equally satisfied with their jobs. But when managers and officers were compared on organizational climate, it was found that both the groups were almost opposite. Managers scored high on organizational climate than the officers.⁶⁵

Jeevan Jyoti (2013) investigated how organizational climate and job satisfaction helps in employee retention and improving their organizational commitment. The study also examined the impact of organizational climate on job satisfaction. Data was collected from 820 teachers of four different universities of North India. Data was analyzed using factor analysis, correlation and regression analysis. The analysis of the data indicated that various factors of organizational climate had an effect on job satisfaction.⁶⁶

John Schulz (2013) studied the impact of organizational climate, role conflict, role ambiguity on job satisfaction. The study was conducted on academic staff of research intensive universities of UK. Total of 448 respondents were used in the study. The study result found that there exist multiple organizational climates in the universities namely the Adhocracy climate, the Market climate, the Clan climate and the fourth one was the Hierarchy climate. Clan climate had characteristics of flexibility, spontaneity and individuality and concentrated on internal relations between various staff members. In such climate leaders stimulate decision making, team work and collaboration. Bureaucracy was equated to hierarchy climate. It featured rules, regulations, control and accountability. Similar to clan climate, adhocracy also features

more of flexibility and individuality focusing on the external factors. It emphasized innovation, development and inculcating entrepreneurial practices. The last type of climate known as market climate focuses on achieving goals in competitive scenario. The study aimed at exploring the impact of organizational climate on job satisfaction with role stress. Multiple regressions were used to analyze the data gathered. The result of the study revealed that there was direct relationship between clan climate of organization with employees' job satisfaction. As clan climate provided opportunities to participate in organizational management which in turn decreased the conflict and enhanced the clarity. The supportive environment created an intrinsic satisfaction among staff members.⁶⁷

Zijada Rahimic (2013) aimed at analysing the vital role and impact of various dimensions of organizational climate on job satisfaction. The study was conducted in Bosnia and Herzegovina Companies. Organizational climate intervene task and interpersonal relations, affects the communication process, problem solving, learning, motivation and efficiency. On the basis of data analysis, the study concluded that the opinions of people working at the higher managerial level in the organization have more optimistic views about the organizational climate. The research study also concluded significant direct relation between organizational climate and job satisfaction. Organizational climate has direct influence on success of any organization as satisfied and well motivated employees achieve the better results. For a company to survive and grow in future, managing organizational climate is essential.⁶⁸

Dr. Iram Rani, Nasreen Anis (2013) identified the role of positive organizational climate in creating Job satisfaction of teachers of four selected schools of khairpur, Sindh, Pakistan. Data was collected through structured questionnaire. 5 dimensions of organizational climate were taken for the study whose reliability was checked via SPSS 16. The Cronbach Alpha value was 0.927. The questions related to Job satisfaction taken for the study had Cronbach's Alpha value of 0.957. The finding showed that work environment, competencies, management effectiveness, team work and compensation are elements of positive organizational climate. The result also showed that

management effectiveness contributes more to positive organizational climate than other elements. Its means management itself is very important part in creating good climate of schools that may enhance the productivity of school.⁶⁹

Niaz Ahmed Bhutto, Minhoon Khan Laghari, Falah-ud-Din Butt (2012) studied and compared organizational climate and job satisfaction in different sector banks of Pakistan. The study aimed at determining the employees' perception about organizational climate and employees' job satisfaction level. The study revealed that when employee perceive climate of the organization more favourably, then they are more satisfied with the job in terms of the job they perform, with salary they receive, promotions, relationship with peers and so on. While the unfavourable perception about organizational climate reveals less job satisfaction of employees. Questionnaires were used to collect the data from twelve branches of different sector banks. Questionnaire comprised of forty two questions relating to organizational climate, fourteen questions for measuring job satisfaction and fourteen questions for examining the effect of organizational climate on job satisfaction. The formulated hypotheses were tested using statistical techniques namely Kruskal Wallis test and multiple regression analysis.

The result of the study concluded significant difference in perception of organizational climate and job satisfaction level of public, private and foreign bank employees. The 14 dimensions Organisational climate was considered in the study. The study found that some dimensions of organizational climate were positively related to job satisfaction while factors lime equity and employee empowerment were negatively related.⁷⁰

Reecha Ranjan Singh, Amit Chauhan, Sangeeta Agrawal, Saurabh Kapoor (2011) studied organizational climate and its impact on job satisfaction in four different organizations. The study found that the positive and favourable organization climate improves the employees' job satisfaction. The study was conducted in four different companies (Reliance, Airtel, Idea, and Tata) belonging to telecommunication sector. 112 executives from four different companies comprised the data for the study. The aim of the study was to find out the root problems associated with organizational climate and job

satisfaction of employees working at managerial level. Questionnaire used in the study comprised of fifteen factors of organizational climate and different other factors relating to job satisfaction. The study concluded significant difference in employees' perception about organizational climate and level of job satisfaction in all the four selected organizations. The employees within the same organization also perceived the climate differently and their job satisfaction also varied. The study of different organizations of telecommunication industry is justified as the job satisfaction of employees varies even after enjoying the similar kind of facilities. The most important factors of organizational climate that had significant relation with job satisfaction were standard and support.⁷¹

Anthonia Adenike (2011) investigated how organizational climate can be used to forecast the job satisfaction of employees. The study was conducted on academic staff of Private Nigerian University. Thus the study involved two important variables Organizational climate and job satisfaction. The various dimensions of organizational climate and job satisfaction were used in the study. The data was analyzed with the help of correlation coefficient analysis. The result revealed positive relationship between two variables under study.⁷²

Faizuniah Pangil et al. (2011) examined the relation between two variables namely organizational climate and job satisfaction. A convenient sampling method was used. Principal component factor analysis was conducted on organizational climate items indicating four dimensions which are reward orientation, responsibility, structure, and participation. Researcher used Multiple Regressions analysis to determine the impact of one variable on the other. The results of the study revealed that various dimensions of organizational climate used in study significantly predicted job satisfaction, and these variables explained 35 percent of the variance in job satisfaction.⁷³

Nihat Kaya, Erdogan Koc and Demet Topcu (2010) interviewed 346 employees of nineteen Turkish banks. The study aimed at exploring the how human resource management activities and organizational climate influence employee job satisfaction. Organizational climate consisted of six factors (organizational ethics, work load stress, innovation support, competence and

consistency of executives, cohesion and organizational boundaries) which influenced the job satisfaction. Data was analysed using statistical techniques and result of the study revealed that organizational climate and its dimensions positively influenced job satisfaction. The result of study was in congruence with the many early research studies on organizational climate and job satisfaction. The study found that practising better human resource management activities along with improved climate of the organization would be highly beneficial. It was held that constructive organizational climate will eliminate the hurdles to employee job satisfaction. Thus, the study concluded that organizational climate plays considerable role in employee job satisfaction.⁷⁴

Zulfqar Ahmad et al. (2010) conducted the study on job satisfaction of middle level executives of pharmaceutical sector in Pakistan. When employees are satisfied with the climate of organization it improves employees' efficiency, productivity, enhance commitment and works with greater cohesiveness with the peers. It also results in reduction of negative result such as turnover, deviant behaviour at work, absenteeism. Data was collected using questionnaire from four major cities of Pakistan from 51 local and 15 multinational organizations. The result of the study revealed difference in the satisfaction of employees of multinational organizations and local companies. Employees of multinational organizations were highly satisfied with certain aspects of organizational climate namely political climate, opportunities for professional growth, organizational structure, evaluation and promotions while local companies' employees were highly satisfied with aspect of internal communication.⁷⁵

Cynthia Ann Reynolds (2006) examined the relationship between organizational climate and job satisfaction applied to full-time and part-time faculty members at a community college. The study was conducted to determine whether differences in job satisfaction exist with context to organizational climate, and further examined how these relationships differ when employment statuses (i.e., full-time vs. part-time) are considered.

Organizational climate was defined as composite of the following seven factors: promotion, internal communication, organizational structure, performance evaluation political climate, opportunities for professional development, and regard for personal concerns. Job Satisfaction variables were also identified that were relevant to organizational climate: Participation in decision making, Autonomy, power, and control, Relationship with colleagues, Salary and benefits, Professional effectiveness.⁷⁶

Hickman Janet Susan (1986) the study attempted to discern the differences and similarities in the perception of nursing faculty in two types of nursing program regarding perceived organizational climate and expressed job satisfaction. Nursing faculty from traditional generic nursing programs was compared with nursing faculty from programs limited to registered nurses on these variables. The relationships between variables were examined for both the groups.

The study tested the hypotheses: 1. there are significant relationships between the faculty perceptions of organizational climate and expressed job satisfaction in both types of nursing programs. 2. The relationships between the variables of organizational climate and job satisfaction will be different for nursing faculties in programs limited to registered nurse students than for generic nursing program faculties.

The study found that knowledge of climate dimension conducive to job satisfaction would provide direction. A satisfied faculty would be able to demonstrate a greater commitment to objectives and create more positive leaning environment for students. A satisfied faculty would also decrease faculty turnover and provide more stability to nursing program.⁷⁷

Jayashree Mahajan, Gilbert A. Churchill, Jr., Neil M. Ford and Orville C. Walker Jr. (1984) examined the impact of several perceived organizational climate variables on the job satisfaction of Manufacturers agents and compared the findings to those pertaining to internal salespeople. In order to investigate how climate affects manufacturers' agents' feelings about their jobs, the study analyzed the relationships between each climate variable and each component

of job satisfaction for both groups of salespeople. Responses were drawn from 20 sales representatives and 14 manufacturers' agents employed by a large company that sells equipment to electric utilities and other firms using power generating equipment. The impact of four organizational climate variables- (the amount of autonomy given to the employee, the amount of structure imposed upon a position and the person who occupies it, reward orientation, and the nature of interpersonal relationship) on job satisfaction variables: (closeness of supervision, influence in determining standards, perceived role ambiguity, and perceived role conflict) was examined. Hypothesis was framed on the basis of all this four variables and their relationship with job satisfaction was tested. The study suggested that organizational climate is an important determinant of sales force morale, since more than 60 percent of the variation in total job satisfaction among internal salespeople is explained by the four climate variables. Another conclusion pertained to the managerially controllable elements of organizational climate, namely, closeness of supervision and influence in determining standards. Internal salespeople were more satisfied when company management provides them with high levels of structure, direction, and support. Manufacturers' agents, however, are happier when management provides a minimum amount of direction that does not restrict their autonomy.⁷⁸

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