THE ROLE OF JOB SATISFACTION AND TRAINING OF EMPLOYEES IN DETERMINING ORGANISATIONAL CLIMATE OF A SELECTED INDUSTRY

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ABSTRACT

The climate in organisations plays an integral role in how amenable (or hostile) organisations are to change, be it internal or external, and how easily the organisation can adapt to these changes or developments. Organisational climate can be seen as a descriptive concept that reflects the common view and agreement of all members regarding the various elements of the organisation such as structure, systems and practices. One could thus say that, organisational climate essentially refers to the experience of employees in the organisation and the fulcrum of the concept of organisational climate is employees’ perceptions.

Organisational climate is the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation’s culture and influences individuals’ behavior positively or negatively. Organisational climate is the sum total of values, beliefs and attitudes of employees that influence their behavior at work and contribute towards the success of the organisation.

Key words: Job Satisfaction, Training, Employees, Organisational, Industry.

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The Role of Job Satisfaction and Training of Employees in Determining Organisational Climate of a Selected Industry

1. INTRODUCTION
The climate in organisations plays an integral role in how amenable (or hostile) organisations are to change, be it internal or external, and how easily the organisation can adapt to these changes or developments. Organisational climate can be seen as a descriptive concept that reflects the common view and agreement of all members regarding the various elements of the organisation such as structure, systems and practices. One could thus say that, organisational climate essentially refers to the experience of employees in the organisation and the fulcrum of the concept of organisational climate is employees’ perceptions.

Organisational climate is the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation’s culture and influences individuals’ behavior positively or negatively. Organisational climate is the sum total of values, beliefs and attitudes of employees that influence their behavior at work and contribute towards the success of the organisation.

2. REVIEW OF LITERATURE
Peter Kangis, and D. Gordon and S. Williams showed a consistent association between climate and performance, independently of sector, companies performing above average showed higher values on climate dimentions than those performing below average.

Mark A. Shadur Rene Kienzle , John J. Rodwell collected data from 269 employees of an information technology company and examined the relationship between employee perceptions of involvement and organisational climate. The authors stated that employee involvement is composed of three essential variables, namely, participation in decision making, teamwork, and communications.

Mathis Schulte, Cheri Ostroff, Angelo J Kinicki used a sample of 1,076 employees from 120 branches of a US-based bank indicated that individuals' perceptions of the climate accounted for a large percentage of variance in individuals' satisfaction. The results suggest that the overall climate in a work unit has some influence on individual attitudes, after accounting for individuals' idiosyncratic perceptions of the climate. Patterson M, Warr P, West M stated that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. Managers’ perceptions of climate would be positive and linked to company productivity than non-managers.

3. OBJECTIVE OF THE STUDY
To identify the attitude of employees towards job satisfaction and training in determining the Organisational Climate.

4. RESEARCH METHODOLOGY
Sources of Data
The study is carried out through primary and secondary data.

Sample Selection
The convenient sampling method is applied to collect the primary data.

Sample Size : 100
5. DATA ANALYSIS

5.1. Factors Analysis - Job Satisfaction

The job satisfaction factor consist of eight variables in Likert’s 5 point scale which range from strongly agree to strongly disagree. The application of factor analysis over these eight variables derived the following results:

<table>
<thead>
<tr>
<th>Table 1 KMO and Bartlett's Test relating to Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
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<tr>
<td>Bartlett's Test of Sphericity</td>
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<tr>
<td>d.f</td>
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<tr>
<td>Sig.</td>
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</tbody>
</table>

From the above table it is found that KMO value 0.608 and Bartlett’s tests of Sphericity with approximate Chi-square value 398.720 are statistically significant at 5% level. It denotes the sample is adequate to represent the job satisfaction factors of organisational climate. The eight variables obtained considerable variance to represent the job satisfaction.

The following communality table indicates the range of variance exhibiting by eight variables of job satisfaction:

<table>
<thead>
<tr>
<th>Table 2 Communalities - Job Satisfaction</th>
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</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
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<tr>
<td>JS1</td>
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<td>JS7</td>
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<tr>
<td>JS8</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

From the above table it is found that the variance ranges from 0.331 to 0.777. It denotes the variance of the variable ranges from 33.1% to 77.7%. This variance designates the formation of significant factors.

5.2. Factors Analysis - Training

The training factors consist of eight variables in Likert’s 5 point scale which range from strongly agree to strong disagree. The application of factor analysis over these eight variables derived the following results:

<table>
<thead>
<tr>
<th>Table 3 KMO and Bartlett's Test relating to Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
</tr>
<tr>
<td>d.f</td>
</tr>
<tr>
<td>Sig.</td>
</tr>
</tbody>
</table>
From the above table it is found that KMO value 0.573 and Bartlett’s Test of Sphericity with approximate Chi-square value 512.186 are statistically significant at 5% level. It denotes the sample is adequate to represent the training factors of organisational climate. The eight variables obtained considerable variance to represent the training organisational climate.

6. FINDINGS

- Three factors - secured atmosphere, individual growth and organisational growth are important for the employees’ job satisfaction. In particular secured atmosphere leads to organisational growth.

- Satisfied and prudent employees (78%) satisfied with pay, job security, organisation and work group and employees have overall job satisfaction with their organisation.

- Three dominant factors - elevating procedure, training environment and training premises are developing skills of the employees. In particular elevating procedure and training environment help the employees to plan their work.

- Indecisive employees (26.6%) require adequate training premises for on the job and off the job training methods. Mechanical learners (56.2%) accept that the training enables them to plan the work orderly and help to get incentive, promotion and feedback in their work.

REFERENCES


