IMPACT OF ORGANISATIONAL CULTURE AND CLIMATE ON THE JOB SATISFACTION OF THE EMPLOYEE

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Abstract
Organisational climate and job satisfaction are distinct but related constructs, and both appear to influence employees' understanding of the work environment and their level of job satisfaction. This study defined the impact of organizational culture and climate as the feeling individuals have about their jobs. Hence this research was concerned with measuring the affective aspect of job satisfaction using the private organizations approach in NCR.

Introduction
The management of people at work is an integral part of the management process. To stand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average employee as the root source of quality and productivity gains. Such organization does not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals.

Organizational Climate & Culture
The concepts of organizational climate and organizational culture are often used interchangeably, with researchers in organizational studies treating the concepts as if they were identical. Organizational climate and organizational culture are similar concepts. Not only do they both describe the experiences of employees and assist us in understanding psychological phenomena in particular organizations but they also provide explanations regarding how organizations influence behaviour, attitudes and the well-being of individuals, why some organizations are more able to adapt to environmental changes and why some organizations are more successful than others (Glission & James, 2002).

Schneider (2000) succinctly summarizes the differences between these two concepts by highlighting that organizational climate describes events and experiences and represents the patterns of behaviour of employees, whereas culture is explored when individuals are asked why these patterns of shared values, common assumptions and beliefs exist. In the literature, culture is viewed as being more deeply rooted in the organization and is based on employees' values, beliefs and assumptions. *Source:- http://www.sajip.co.za/index.php.*

Job Satisfaction
An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs, there is need for strong and effective motivation at the various levels. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. They pointed that there are three important dimensions to job satisfaction.

1. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
2. Job satisfaction is often determined by how well outcome meet or exceed expectations.
3. Job satisfaction represents several related attitudes which are most important characteristics of a job which people have effective response. These are - the work itself, pay, opportunities, supervision and coworkers.

Job satisfaction describes how content an individual is with his or her job. The most important evidence which indicates that the conditions of an organization got worsened is the low level of job satisfaction. Job satisfaction is one of the criteria of establishing a healthy organizational culture in an organization. Management of today's knowledge employees often relies on job satisfaction to keep motivation and enthusiasm for the organization high.

Job satisfaction can be measured in two ways – namely, by the facet approach or the global approach. The former refers to assessing how employees feel about various aspects of the job such as rewards (pay or fringe benefits), job conditions, people on the job (supervisors and co-workers) and the work itself (Robbins, 1998; Spector, 2005). The latter approach measures job satisfaction by directly asking individuals how they generally feel about their jobs (Fincham & Rhodes, 2005; Robbins *et al.*, 2003; Spector, 2005).

Review Literature

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

In a review of studies investigating organisational climate and job satisfaction, Peek (2003) found that organisational 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, recognising 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 organisational climate that had a direct influence on job satisfaction.

Although a study conducted in a South African call centre found job satisfaction to be strongly correlated to organisational climate (Fisher, Milner & Chandraprakash, 2007), studies investigating the relationship between organisational climate and job satisfaction are less frequent in the literature today, especially in South Africa. A possible explanation could be that studies tend to focus more on organisational culture (Sempane et al., 2002).Hasnain et al., (2001) on his study "role stress and coping strategies in different occupational groups" assessed the coping strategies in three different occupational groups (20 engineers, 20 managers and 20 teachers). No significant difference was obtained among the coping strategies of the three groups. The two coping strategies used by these three Groups were extra-persistive and inter-persistive (approach coping). In a nutshell it can be said that in all the three groups approach coping strategies were more frequently used than avoidance strategies. *Source:- http://www.sajip.co.za/index.php.*

Aminabhavi and Kamble (2004) conducted a study on work motivation and stress coping behavior of technical personnel at a railway work shop. The sample comprised of 30 technical personnel in the age range of 30-59 years. It was found that middle —aged technical personnel had significantly higher stress coping behavior as compared to the older technical personnel. Chand (2006) studied to examine the psychological factors in the development of work stress. The respondents are 150 junior management scale-1 Officers in various Banking institutions. The findings of the study revealed that job related strain is positively related with escape coping and negatively related with life event stress, control coping and symptom management coping.

In summary, organisational climate and job satisfaction are distinct but related constructs (Al-Shammari, 1992; Keuter, Byrne, Voell & Larson, 2000). Organisational climate is focused on organisational/institutional attributes as perceived by organisational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work.

Research Methodology

Both primary and secondary data were used for the purpose of this study. To collect primary data a self-administered structured questionnaire was designed in the light of the objectives of the study.Secondary data has

been taken from websites, journals, company's annual reports etc. Five private IT organizations has been taken from NCR with the help of convenience sampling where 150 respondents were approached (30 from each company).

List of Companies: IBILT Technologies (Delhi) ; CSC (Noida) ; Wipro (Greater Noida) ; Patni Computers (Noida) & Accenture (Gurgaon).

Objective of the Study
The objective of this study was to explore the relationship between organisational climate and job satisfaction to determine whether employees' perceptions of the work environment influence their level of job satisfaction.

Scope of the Study
Organisations are facing more challenges than ever before. These challenges are not unique to any specific organisation or industry, but affect all organisations. Organisational climate in particular is constantly challenged by changes impacting organisations today.

Hypothesis
H1 - There is a systematic association between "Salary / Fringe Benefits" and Job Satisfaction.
H2 - There is a systematic association between "Organizational Policies and Practices"andJob Satisfaction.

Data Analysis & Interpretations

Table 1 : Demographic Variables

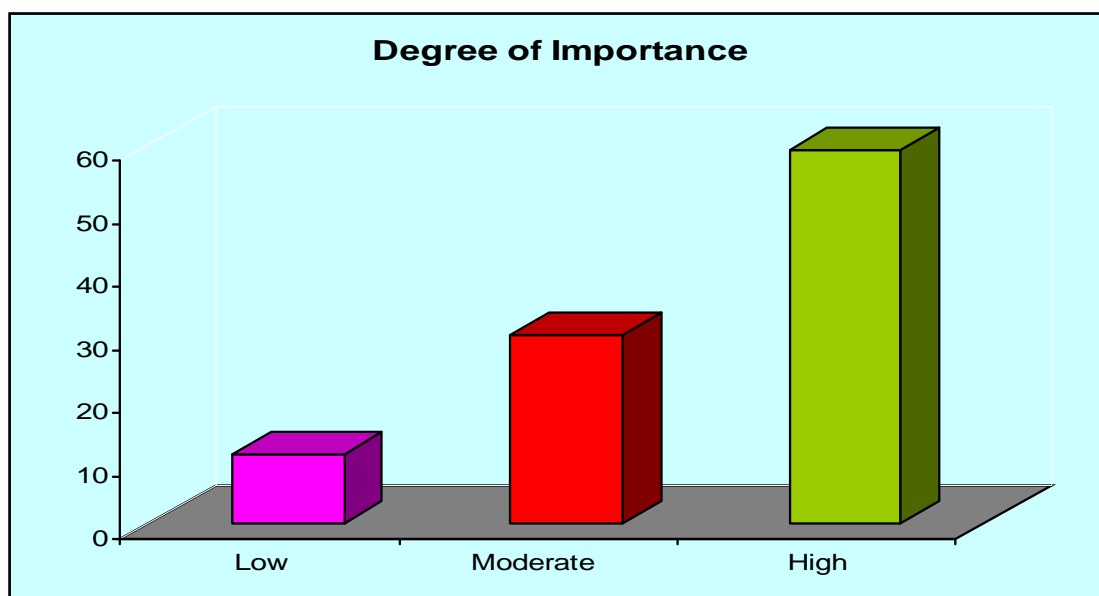| Gender	(55.85%)	(44.15%)	(100%)
Marital Status	(45.66%)	(54.34%)	(100%)
Age	(15.09%)	36.60%	10.57%
Designation	(15.85%)	(24.53%)	(59.62%)
Department	(64.15%)	(22.26%)	(13.59%)

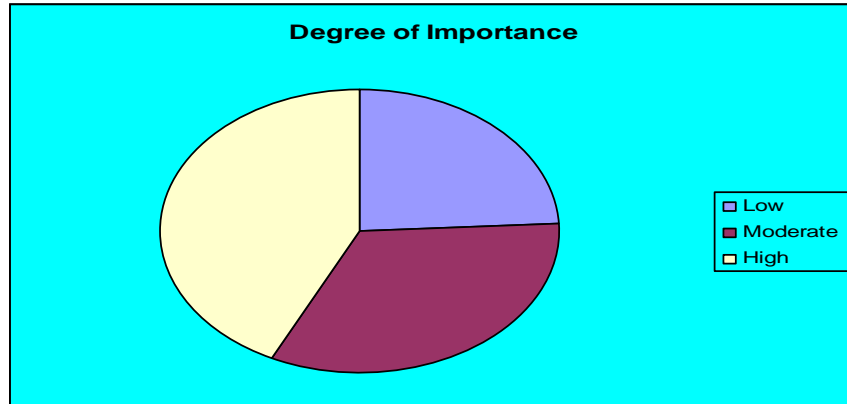**Figure 1 : Degree of Importance in Influencing the Job Satisfaction : "Safety / Fringe Benefits"**

Figure 2, Degree of Importance in Influencing the Job Satisfaction: "Organizational Policies and practices"

Hypothesis Testing by Chi – Square Test
(H1) From the Chi-Square test results depicted in the Table 2 we observe that a significant level of 0.000 has been achieved. This means the Chi-Square test is showing a systematic association between the above two variables. Hence the Null Hypothesis is rejected and we conclude that at 95 % confidence level, there is a systematic association between Salary / Fringe Benefits and the Job Satisfaction of employees working in Private organization located in NCR..

Table 2 , Chi-Square Results of Factors Affecting Employee Job Satisfaction

Sr.No.	Variables	Chi-Square Value	df	Sig. Value (P Value)
1	Salary / Fringe Benefits	94.23	4	0.000
2	Organizational Policies and Practices	41.89	4	0.000

(H2) From the Chi-Square test result mentioned in the Table 2 we observe that a significant level of 0.000 has been achieved. This means the Chi-Square test is showing a systematic association between the above two variables. Hence the Null Hypothesis is rejected and we conclude that at 95 % confidence level, there is a systematic association between Organizational Policies and Practices and the Job Satisfaction of employees working in private organizations located in NCR.

Conclusion & Suggestions
For decades, job satisfaction has been one of the most extensively researched concepts in work and organizational psychology.Job satisfaction is believed to reflect an individual's affective and / or cognitive assessment of his or her working conditions and job attributes. From the research data it is observed that the variables like Job Security, Overload / Overwork, Job Responsibility vis-a- vis Authority, Work-Family Interface are causing reasonable degree of adverse impact on Job-satisfaction level of the employees. The important findings of the Research Study i.e. the Overall Job Stress was in the Moderate Level , the Overall Job satisfaction of the employees was in the Moderate Level, the different strategies the Management should adopt to reduce the degree of job stress as perceived by the employees and the different issues of concern which create an adverse impact on the degree of job satisfaction of employees all these findings give an in-depth insight to the Authorities to address the issues appropriately and effectively. All these findings are important if viewed from the concerned stakeholders namely, the employees working in the Private organizations, the Management of companies and the framers of company Policies as availability of quality and competent employees in requited number is the biggest challenge before all the Authorities attached with the MNCs across the country.

Practical Implications
This study provided support for the view that line managers and human resource practitioners should be aware that different biographical 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.

Contribution of the Study
The findings of this study indicated a positive relationship between organisational climate scores and job satisfaction scores and thus, regardless of how the dimensions are perceived, organisational climate has an influence on job satisfaction.

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