

A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION IN RECRUITMENT FIRM – CHENNAI

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ABSTRACT

Generally job satisfaction is one of the popular topics to ponder with regard to the recruitment industry due to the pressure and workload with day to day screening, recruiting and selecting candidates. Organisational climate determines the culture of any company or organisation. So this paper involves a study on impact of different dimensions of organisational climate on Job satisfaction (JS). The objective of the study is to find the relation between Organisational Climate and Job Satisfaction. The study is undertaken in a recruitment firm to find the climate factors that influence JS. The study includes 80 samples collected from the recruiters in the firm. Data were analyzed using descriptive, Anova One way and regression analysis. The results shows that based on the age and hierarchy of the employees the opinion of the climate and JS varies. They also showed that employees have moderate level of job satisfaction based on the climate. Based on the findings it is highly recommended for the recruitment firm to increase the level of JS by providing motivation and rewards to increase the commitment towards the organisation.

Keywords: *Organisational Climate, Job Satisfaction (JS)*

INTRODUCTION: The climate of the organisation has a vital impact on individuals in the workplace. Furnham (1997) describes the significant relationship between organisational climate and the job satisfaction. Organizational climate, on the other hand, is often defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization. Organisational climate defines the culture being followed in the organisation. This determines how well the organisations culture is impacting the employees in the workplace. In this study we study how the different factors like age, gender, salary, remuneration, recognition, decision making authority of the employees influence job satisfaction. Human resource is the most precious resource for any organization. Recruitment of right person on the board of a company is indispensable for success of the organization. Human resources solution providers consist of dedicated team of experts which provides its clients with workforce solutions like hiring right candidate (temporary and permanent nature) to streamline the human resource processes at the clients end. Staffing industry works in an increasingly dynamic business environment today and has seen utmost transition in recent years. It has emerged its status from only “replacing absentee workers” to become “strategic partner” for its clients by providing entire gamut of employment solutions like providing corporate training, pay-roll processing, recruitment process outsourcing, etc.

The staffing industry in India is highly fragmented and provides services in varied streams such as Finance, Sales, Engineering, Information Technology and Management. Recent developments on the economic front like opening up of various segments like retails, aviation, etc. for FDI is also a boost for the segment as this will lead to increase in hiring activity

REVIEW OF LITERATURE:

Rizwan Qaiser Danish, Umar Draz, Hafiz Yasir Ali (2015), The Purpose of this empirical study is to observe the impact of organizational climate on job satisfaction and organizational commitment in study of 179 teachers from different colleges and universities of Punjab, Pakistan. Descriptive statistics and regression analysis are used to explain variations in job satisfaction and organizational climate. The results suggest that the organizational climate has considerable impact on job satisfaction as well as on organizational commitment.

Jeevan Jyoti,(2013), There has been a long-standing interest in the study of organizational climate among organizational researchers. Its importance is partly due to its hypothesized relationship to other organizational phenomena including job satisfaction, job performance, leadership behaviour and the quality of work group interaction. Research on the contribution of people management to organizational performance outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace. Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards the organization. The present paper measures impact of Organizational climate on job satisfaction, job commitment and intention to leave with the help of regression analysis and an attempt has been made to see the factor-wise effect of Organizational climate and job satisfaction on job commitment and intention to leave.

According to Reecha Ranjan Singh, Amit Chauhan , Sangeeta Agrawal and Saurabh Kapoor, communication sector is one of the integral sector of India which is undergoing various changes in the industry since they have created a tremendous revolution. In this study they have proved how various organisational climate factors affect the job satisfaction in the Telecommunication sector. The study also proved that a improvised organisational climate enhance the job satisfaction in the companies like Airtel, Reliance, Idea and TATA.

Nor Wahiza Abdul Wahat, Ph. D, In this study, a total of 117 new faculties from various social and hard sciences disciplines have been investigated to draw upon important findings on their perceived organizational and job satisfaction levels, as well as the influence that their perceived organizational climate has on job satisfaction. A survey based on the conceptual framework which integrated the Theory of Work Adjustment (Dawis and Lofquist, 1984) and Person-Environment Perspective was conducted to meet the objectives of the study. Data were analyzed using descriptive, Pearson correlation and simple regression analyses. Results showed that most new faculties embraced high level of perceived organizational climate but moderate job satisfaction levels. There was a significant, positive relationship between perceived organizational climate and job satisfaction. Both the relationship climate and development climate dimensions correlated significantly with job satisfaction. Perceived organizational climate was further identified as predictor of job satisfaction for new faculties serving in the three public, research universities. Based on the findings, it is highly recommended for the universities to adopt non-formal mentoring system as an effective organizational mechanism to establish and sustain harmonious relationships between new faculties and their senior colleagues.

In 2013, Anum Khan, Dr. Muhammad Ramzan, Muhammad Saqib Butt have gone through a exploratory research to analyse if Job satisfaction is determined through Organisational climate in Islamic banks. The survey is taken from the operational department of the Islamic Bank in Lahore. . The results reveal that; Organizational Climate and Occupational Stress have significant impact on the Level of Job Satisfaction (JS), Age Level doesn't matter and have significant impact but in Gender; Males were more satisfied than Females.

In 2013, Zijada Rahimić analyzed the importance and impact of different dimensions of organisational climate that influence the JS, employees motivation and performance in Bosnia and Herzegovina (BiH). The paper reveals that employees with higher organisational hierarchy have positive response towards the organisational climate.

Mr. Saurav Ghosh, Dr. Parikshit Joshi have studied how organisational climate influence job satisfaction in the Educational sector. The findings result that the factors that contribute to shape culture, and its results into a framework, to encompass manifestations of organizational culture in relation to academic excellence. Further researchers can use this conceptual model to include few more pre cursors to outcomes to it, also this model can be tested empirically.

Sanad A. Alajmi, Ph.D in 2016 studied organisational climate and its importance in Job satisfaction. This study was carried out in the Kuwait industrial companies. A survey of 350 questionnaires was distributed among the employees in the company. From the study it is revealed that a significant positive relationship exists between organisational climate and JS. The study also showed that the most important dimension affecting job satisfaction is Leadership and performance evaluation. The study concludes with limitations and future research suggestions to enhance organizational climate in public and private organizations in Kuwait.

Santhapparaj (2005) studied the Job Satisfaction of the women managers working in automobile Manufacturing Industry in Malaysia. It was based on primary survey from 200 women managers. The study investigated the relationship between specific aspects of Job Satisfaction and the personal characteristics of women managers. It was also aimed to retest the Herzberg's Two-Factor theory. The correlation analysis showed that there was a significant negative correlation between education level and pay, promotion people on present job and job in general. The percentage of overall satisfaction was 75.59%. The results did not support the Hezberg's theory

and concluded that no separate and distinct factors lead to job satisfaction or dissatisfaction, but if they were together contributed to job satisfaction or dissatisfaction. The study reveals that there was a need for change in the Organisational culture and the management should create the environment for social and organisational network. The factor which was relatively less satisfied was the pay and this can be improved only through dialogue which involve cost to the organisation and the less level of satisfaction on present job could be easily improved by job rotation, providing challenging job and so on.

In 2014 Rakesh Kumar studied the impact of Organisational climate on Job satisfaction in the Zonal office of Bharti Airtel at Shimla. The main objective of the study is identifying the major characteristics of organisational climate that influence the JS. A survey is conducted to find if the employees are satisfied or not with respect to climate or culture of the organisational climate. This study helps to find the exact reason why employees were not satisfied or satisfied with present m organizational climate.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To Study about the impact of Organisational Climate on Job Satisfaction of the employees in a recruitment firm, Chennai.

SECONDARY OBJECTIVE

- To examine the relationship among organisational climate and job satisfaction
- To identify the difference in Organisational Climate and job satisfaction with regard to gender of the respondent
- To identify the difference in Organisational Climate and job satisfaction with regard to age of the respondent
- To identify the difference in Organisational Climate and job satisfaction with regard to Salary of the respondent.
- To identify the difference in Organisational Climate and job satisfaction with regard to experience of the employees in the organisation.

NEED OF THE STUDY:

Organisational Climate is one of the important topics in Human Resource management. Organisational Climate directly influences the employee's job satisfaction and commitment towards the job. The need of the study is to identify which factor is influencing the job satisfaction. Organisational climate includes factors like trust, remuneration, recognition and effective management from the organisation and also to study if organisational climate influencing job satisfaction.

SCOPE OF THE STUDY

The study focus on the Organizational Climate and job satisfaction of employee towards recruitment firm in Chennai. The survey is useful to the management of the company to know the organization climate towards their employees and they can take measures to retain the employee by increasing their satisfaction level of employee. It provides me a great opportunity to relate theoretical concepts learnt in my course to the actual happenings in the organization.

LIMITATIONS OF THE STUDY

The Sample Size restricted to collect only 80. Two months is too short to give shape to a new innovative idea. Some employees were reluctant to answer the questions as they felt their personal opinions given by them may be taken negatively by the management resulting in difficulties. Deep analysis in employees was not possible because certain area was considered to be highly confidential

RESEARCH METHODOLOGY:

The purpose of research methodology is to describe the research procedure. This includes the research designs, sources of data, period of study, and the statistical tools used.

Methodology is a systematic procedure for collecting information in order to analyze and verify the phenomenon. The research design is purely the framework or plans for a study that guides the collection and analysis of data. It is a blue print that is followed in completing a study. It may be a worthwhile to mention here that a research design is essentially the framework for the study.

The sample size selected for this study was 80 employees for the “**Study on impact of Organisational climate on Job Satisfaction of the employees in a recruitment firm**”, Chennai.

TYPES OF DATA:

PRIMARY DATA:

The primary data were collected utilizing communication with the utilization of surveys. Questionnaires were distributed personally. The Study depend more on the primary data since the research work is about individuals' attitude, intentions, and Job satisfaction of the employee.

SECONDARY DATA:

Secondary data were collected from journals, articles and books using the school library and web. It refers to the informed or facts already collected either published or unpublished. It is used for collecting historical data. The tools used to collect the required secondary data are made through Journals, Magazines, and Internet and Text books. In general research is a process in which a researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially in search for new facts in any branch of knowledge”.

DATA COLECTION:

The data is collected through the administration of a structured questionnaire with a sample of 80 from the recruiters in a recruiting firm in Chennai.

DATA INTERPRETATION AND ANALYSIS:

DEMOGRAPHIC PROFILE OF THE EMPLOYEES: From the below table, the demographic profile of the employees is inferred. From the collected sample 51.9% of the respondents are female and 48.10% are male. 68.80% of the employees are under age group of 18-29 years, 21.20% of the employees are under the age group of 30-39 years, 6.20% of the employees are under 40-49 years and 3.80% of them belong to above 50 years. 26.20% of them are getting salary less than 20000, 27.50% of the employees are getting salary in the range of 20000-30000, 21.20% of them are getting in the range of 30000-40000, 12.50% of the employees are getting in the range of 40000-50000 and 12.50% of them are getting above 50000. 38.80% of the employees are fresher's, 25% of them have the experience of 2-4 years, 26.20% of them have the experience of 4-7years, 8.8% of them have 7-10 years, and 1.2% of them are having more than 10 years.

DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Variables	Frequency	Percentage
Gender:		
Female	41	51.20
Male	39	48.80
Age:		
18-29	55	68.80
30-39	17	21.20
40-49	5	6.20
Above 50	3	3.80
Salary:		
Less than 20000	21	26.20

20000-30000	22	27.50
30000-40000	17	21.20
40000-50000	10	12.50
Above 50000	10	12.50
No. Of years in Company		
Fresher	31	31.80
2-4yrs	20	25.00
4-7yrs	21	26.80
7-10yrs	7	8.80
More than 10yrs	1	1.20

ANOVA ONE WAY:**Analysis of Anova Test with Org. Climate and Age****ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.986	3	1.329	4.210	.008
Within Groups	23.980	76	.316		
Total	27.966	79			

INFERENCE: From the above table it is inferred that difference in age has a significance variation with the organisational climate since the significance value is lesser than 0.05. Therefore the Null hypothesis H0 is rejected and the alternate hypothesis H1 is accepted.

Analysis of Anova Test with Experience in Current Organization of the Respondents and organisational climate**ANOVA**

organisationclimate

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.679	4	.920	2.840	.030
Within Groups	24.287	75	.324		
Total	27.966	79			

INFERENCE: From the above table it is inferred that difference in experience of the employees in organisation has significance variation with the organisational climate since the significance value is lesser than 0.05. Therefore the alternate hypothesis H1 is accepted and H0 is rejected.

Analysis of Anova Test with Job Satisfaction and Age**ANOVA**

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.056	3	.352	3.103	.032
Within Groups	8.509	75	.113		
Total	9.565	78			

INFERENCE: From the above table it is inferred that difference in age of the employees has significant variation in job satisfaction. Therefore the alternate hypothesis H1 is accepted and the Null hypothesis H0 is rejected.

REGRESSION ANALYSIS:

Variable	B	Standard Error (SE)	Beta	P value
Organisational Climate	.110	.066	.188	0.098

INFERENCE: Organisational climate is an independent variable and job satisfaction is a dependent variable. From the above table it is found that the P Value is 0.098, Therefore it is found that Organisational climate doesn't influence the job satisfaction, as the P value (0.098) is greater than 0.05.

DISCUSSION:

With regard to the context of the study, organisational climate plays moderate important role in the company. Because the result shows organisational climate has a moderate influence on the job satisfaction. It is observed that there are other factors such as appraisal, employee engagement, review meetings, leaves and transportation are satisfying the employees. Therefore it is highly recommended for the organisation to concentrate on the other climate factors such as rewards, decision making authority to be improvised to make the employees work towards the objectives and goals of the organisation.

From the study it is found that, 48.8% of the employees have agreed that they get feedback for the work done. 55% of the employees have agreed that it is easy to work with the management. From the Anova one way test, there is no significance difference found across the employees' gender in accordance with the organisational climate. From the Anova one way test, there is a significance difference across the employees' age in accordance with the organisational climate as reported P value is lesser than 0.05. Therefore it is found that based on the employee's age, the climate factors such as recognition, remuneration, and reward perception changes.

Based on the employees experience in the organisation the perception of the organisational climate varies. From the Anova test, it is also inferred that based on the age of the employees the perception on the job satisfaction also significantly varies.

From the Regression analysis it is found that the dependent variable Job satisfaction doesn't vary based on the significant change in the independent variable organisational climate. Therefore it is found that there is no significant change in the job satisfaction based on the perception of the organisational climate. Since the regression analysis, the P value (0.098) is greater than the significant value (0.05).

Based on the Regression analysis the organisational climate doesn't influence the job satisfaction among the employees. This is because 16% of the respondents have disagreed that they don't get fair remuneration from the organisation, which leads to dissatisfaction.

SUGGESTIONS:

The organisation has to provide fair remuneration to the employees in order to retain the employees in the company. Since the Organisational climate doesn't influence the job satisfaction among the employees it is important to make changes in the Organisational climate factors such as Remuneration, Recognition and build effective communication among the employees. It is also found that more than 50% of the employees in the organisation are women. So the organisation can provide more benefits and increase their satisfaction level by bringing changes in the climate of the organisation. Job satisfaction is dependent on the climate of the organisation

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. Because organizational climate develops over many years and is affected by many factors, you cannot change it by simply dusting off the top layer of discontent or vacuuming up the problems around the perimeter. While these tactics may remove the most obvious eye sores, you need to consider suggestions to improve organizational climate that will refurbish the many layers of the company's persona. Just as the most effective cleaning begins at the top and progresses downward, so must the measures that will make sweeping changes to the overall perception of the business.

IMPLICATIONS AND FUTURE RESEARCH:

There are a number of limitations that should be noted here. Of the most important limitations faced by the researcher is that the limited sample study which makes it difficult to generalize the results of the study on various industrial companies due to the small sample size. Research in the future seeking to determine a relationship between organizational climate and job satisfaction may want to expand on the present study to include a larger sample size. Also, this research concentrates on the effects of organizational climate on job satisfaction. Future research should examine other workplace outcome variables such as performance, innovation, teamwork, and creativity. Moreover, further research of the organizational climate should be conducted with new dimensions within different communities of the latest study. Finally, comparative studies to identify the nature of the prevailing of organizational climate in several organizations like between the public and private sector organizations or between service organizations and industrial organizations should be examined.

CONCLUSION:

Therefore from the study, it is found how organisational climate has a great impact on job satisfaction. Though the study gave moderate results, the mean analysis showed that there is family feel in the organisation and the communication from the management is effective. The organisation should concentrate on the organisational factors such as decision making, trust and fair remuneration to have an ethical organisational climate and job satisfaction. With the advent of the importance of leadership and performance evaluation as two of the most important organizational climate to achieve job satisfaction dimensions, it is necessary for the companies to have leaders who are conscious and aware of various leadership skills. These companies also should evaluate the performance of their employees according to objective criteria based on competence and merit.

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