



EFFECT OF ORGANIZATIONAL WORK CLIMATE ON JOB SATISFACTION: AN EMPIRICAL STUDY OF ENGRO FOODS LTD PAKISTAN

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ABSTRACT

***Purpose:** The purpose of this research is to identify the effect of organizational work climate on employee's job satisfaction and in particular Engro Foods Limited Pakistan was taken as a case.*

***Methodology and Sample:** Post-positivism research philosophy has been used in this research. Structured questionnaire was developed from the literature and collected data from 184 employees of Engro Foods Limited head office, including both the executive and operational staff. The four constructs of organizational work climate is used like human relation, open system, internal process and rational goals.*

***Findings:** The results shows that the human relations and open system have a strong impact on employees job satisfaction at Engro Foods Limited and there is a correlation exist between human relations, open system, rational goals and job satisfaction among employees of Engro Foods Limited.*

***Practical Implications:** This research will be instrumental for Engro Foods Limited to work more on the stated dimension to ensure a positive and congenial work climate.*

Keywords : Organizational work climate, Job satisfaction, Culture.

Jel Classification: D920, E220, F210

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1. INTRODUCTION

Every organization in the extreme competitive environment is very active and focused to maintain their competitive advantage or to gain competitive advantage, imitation of products and technology is quite easy because organizations are ready to adapt the changes of market, employees are the most important asset for any organization and they are the most valuable factor or unique factor for gaining competitive advantage therefore the focus of organization and human resource management to manage the satisfaction of employees and to build competencies of employees is very important through this organization can achieve sustainable advantage .

Celiek (2011) describes that job satisfaction is the result of certain organizational work climate, culture of any organization like values, beliefs, fairness by management, these factors make employees attitude toward job and performance. Society of Human Resource Management (2012) Mentioned the five factors of organizational work climate that contribute towards employees satisfaction with job and organization including, 1) skills and capabilities of employees and opportunity provided by management to use these skills and capabilities, 2) policies and procedures for remuneration and benefits, 3) effective and positive communication between employees and management in terms of openness, 4) security of job 5) relationship between management and employees and relationship of employees with their coworkers.

Popa (2011) argues that organizational climate have direct influence on performance of organization because it is the result of mixture of attitudes and behaviors and perception of employees towards the job and organization, this is the set of various dimensions of climate which develop certain employees attitude and perception which may be encouraged or discouraged by management. Literature pointed out many reason that why employees become de motivated and dissatisfied with job and leave the organization which increase the turnover rate, the reasons can be anxiety, communication gap among employees, no appreciation and no growth opportunities. Employee's commitment with organization and loyalty with organization is the result of job satisfaction which can be affecting by work climate.

Ali and Patnaik (2014) assumed Organizational work climate is wide spread phenomenon which employees use in thinking about the organization they are working and the way they explain about the organization where they are employed. The concept of work climate is very wide concept which is consisting of many dimensions. Zhang and Liu (2010) assumed that work climate focuses more on behaviors of employees than the physical environment. The phenomenon related to work climate is considered more vivid than affective and evaluative (Schneider, Ehrhart, Macey, 2013). Kumar (2007) assert that work climate is the perception of employees on different aspects of work life which is evolve from daily work experiences while dealing with different features of work and organization like work system, policies, targets and purposes, technology, dominance of management, reward and appreciation etc.

Work climate consists of certain dimensions which are defined by various researchers.

as cited in Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson and Wallace (2005) grabbed the attention toward four important dimensions of organization work climate a) employee autonomy b) structure forced by circumstances c) reward system of organization d) support system. Chinthala (2014) describes many other important dimensions of work climate that affect employees satisfaction with job, including form of leadership, involvement in decisions, interesting and challenging tasks, reduction in aggravation, attractive remuneration, career opportunities, and overall safe working environment.

Different factors become the cause of job satisfaction which may include psychological factors, and different combination of environmental circumstances, these factors are the combination of internal and sometime external factors as well which the reason of satisfaction with job became Aziri (2011). Kuenzi (2008) found that work climate always becomes the cause of various outcomes, which include both global outcomes: which broad in concept, including departmental level outcomes and performance and organizational level performance and commitment, and specific outcomes: more focused on the micro level like accident rates and creativity and innovation.

1.1 Research Questions

1. What is the overall impact and relationship of organizational climate with job satisfaction?
2. How human relation impacts the job satisfaction?
3. Is there any relationship between internal process and job satisfaction?
4. What is the impact of organization open system towards job satisfaction?
5. To what extent rational goals are related with job satisfaction

1.2 Research Objectives

1. Ascertain the impact and relationship of organizational climate toward job satisfaction.
2. Establish the relationship between internal process and job satisfaction.
3. Understand the impact organization open system towards job satisfaction.
4. Identification of rational goals toward job satisfaction.
5. Comprehend the impact of human relationship toward job satisfaction.

2. LITERATURE REVIEW

Different researchers defined organization climate and job satisfaction differently; every author and researchers used different approaches and philosophy to define these two phenomena that have a very important effect on employee productivity and on the whole organizational performance. The climate concept is defined by many researchers. Defining climate as a combination of very powerful components strong impact (Patterson, Warr & West, 2004). The organizational climate consist of various dimensions including participation, affection, team work, self-esteem, these employees perception is linked with a range of result and outcomes like intention to leave the organization, or job satisfaction, performance with full potential and confidence Rao (2014).

Schneider, Bowen, Ehrhart, and Holcombe (2000) assumed that non cognitive concurrence entails a collective task of psychosomatic meaning that allow perceptions of individuals or employees for cumulative perceptions and handle as a cumulative dimension or construct. The focus of literature is on the collective and cumulative aspects rather than just on psychological aspect. The focus of this research is on the expansion of organizational work climate measures which is anticipated to sustain research on organizational work climate; the force is on organizational work climate including both research and theories Schneider, Smith and Goldstein (2000). Sabri, Ilyas, and Amjad (2011) argues that job satisfaction is the result of employees perception after assessment of job which they get from the work experiences through their need and want from job and organizational climate and culture. Gyekye (2005) explains that when employees are satisfied from organization responsiveness towards employees needs than the employees show more affection, participation and loyalty towards organization and job.

Many factors and challenges affecting the organizational performance, including organizational climate who affecting organizational productivity and efficiency unequivocally or unreservedly and also affecting job satisfaction level of employees, motivation and their attitudes (Meena & Agarwal, 2014) .The environment of job satisfaction become the outcomes of high productivity and success for organization when there is an effective contribution of employees and their performance, organization work climate have a very significant role in job satisfaction which results in a low turnover rate, high dedication and loyalty toward job Jyoti, (2013). Organization's work climate can be the most critical cause of disappointment and achievement of any organization, it consists of many elements like organizational structure, method, culture, circumstances of work, emotional needs, leadership Chinthala (2014). Organizations should know the importance of work climate and culture in determining job satisfaction, organizational performance and productivity, different dimensions of climate, consist of facilities, working condition, appreciation of employees, autonomy (Goyal & Goyal, 2014).

Rafath and Agarwal (2012) explained that for organizations it is very necessary that employees are satisfied with job; satisfaction is directly linked with the organization performance and profitability and low turnover rate low absenteeism. Bitsani (2013) pointed out the difference between organizational culture and organizational work climate, according to him culture exist within the organization while organizational work climate belongs to feature or quality that organization should have. Gershon, Stone, Bakken and Larson (2004) assert that organization culture is intangible aspect of organization that is in terms of beliefs, values whereas work climate is the tangible aspect of organization like policies, procedures, reward system, work structure work climate more clearly define the employees perception and assumption about culture, and both affect work structure.

Agreement in this area is not effortlessly found, but the difference between organizational culture and work climate in terms of theories and in terms of penal is not ignorable. Although some time these phenomenon are used in under same category. Goodman and Svyantek (1999) employed organizational climate questionnaire to explain the

constructs of culture and to explain organizational workers assumptions and believes. This concept looks inconsistent, and contradicts the definition and concept. Some of the researchers take organizational culture and organizational climate as a similar concept because both represent the experience of employees with organization they are working for. Schneider (2000) emphasize that depiction of many things that occur to the employees is due to some kind of behavioral issues, like organization climate of security and safety became the cause of behavior that maintain the safety and organization culture is defined by perceptions, values which is the part of climate.

Svyantek and Bott (2004) describes the distinction among the two phenomenon work climate and organizational culture, explained culture of organization as the principles, custom which is sharing by employees and expressed in communication with groups, supervisors, and customers. Whereas organizational work climate is behavior focused concept which is linked with autonomy, creativity, safety. These constructs of climate make employees perception toward organization structure, system, and openness among employees.

Literature suggest that the values, principles of employees like individualism or collectivism result in the perception and behavior of employees that they accept the climate of team work or not in organization. The researchers focusing on climate perspective mostly use quantitative method like questionnaires and focus on multiple organizations to explain the phenomenon's whereas the researches that focusing on the culture perspective they follow qualitative method and focus on single organization. The focus of this study is to adapt climate research method by using quantitative method through questionnaire survey.

Gyekye (2005) assert that perception of employees regarding the climate of organization basically shape the behavior of employees toward coworkers toward efficiency and towards positive behavior which are the elements of satisfaction with job. Organizational climate is always linked to various important outcomes which are related to organization. Brown and Leigh (1996) exhibit that perception of inspiring, encouraging and participation of employees is directly linked with the work climate of management ratings of achievements. Organizational work climate is associated with the team or division procedures variables within over all organization (Griffin & Mathieu, 1997).

Day and Bedeian (2000) pointed out that organizations which have environment of safety, where there is no uncertainty, and creativity their employees work creatively and healthier. Field explicit climate is associated with very important results. Servicing climate become the outcome and result of consumer perception of quality of servicing (Schneider, White, & Paul, 1998). Behaviors for security in teams of accidents domains are the result of security climate of any organization (Hofmann & Stetzer, 1996), and protection conformity in different work divisions (Murphy, Gershon, & DeJoy, 1996). In a mixture of researches while defining different constructs of climate the variation in results are defined. Every research focused on various and different dimensions to explain the impact of overall organizational work climate, every research focused on assessment of diverse constructs. The understanding of constructs are not collective, but this study focused on the development of comprehensive , strong , and theory based

method for the depth of understanding the organizational work climate.

Several dimensions of work climate have been defined by researchers like James & McIntyre (1996) identified four dimensions of organizational climate, including (1) stress and a deficiency of self-esteem (2)challenging tasks and autonomy job; (3) leadership and cooperative environment (4) openness, and affection. However, over the years, many dimensions are added in the organizational climate whose effect on job satisfaction of employees were noticeable. Patterson et al, (2005) also pointed towards other dimensions supervisors or leader psychosomatic distance in the dimensions of organizational climate, Trust by management and thoughtfulness, Openness in communication.

Pangil, Yahya,Johari,Isa and Daud (2011) defined four dimensions of organizational climate having an impact on the employee satisfaction with the job and performance, including organization Reward system, overall structure and system, tasks, and involvement. Rai (2014) proposed that organizational work climate is the boundary of human atmosphere where people work for the organization, therefore climate has a very powerful impact on each activity of the organization and employees directly or sometimes indirectly, employee's motivation, satisfaction with job and efficiency all are influenced by organization climate, which in turn effect on turnover rate.

This model is widen by series of work and research by Quin and co. managerial efficiency can be understand better when addition of important constructs like litheness or control, and at the same time should also include inside or outside constructs, these four constructs describe the four major areas of valued outcome. The extensive organizational philosophies also should be the part to explain how to achieve them (Camerson & Freeman, 1992). It explains the existence of divergent values in organization and how organization should squeeze it to achieve the aspiration. (Zammuto & Connor, 1992). The basic purpose of the model is to sum up the basic loom of organizational values and climate efficiency from last hundred years.

The strong point of this model is adoption of constructs from basic schools of organizational work climate and its efficiency (Patterson et al., 2005).

Human Relations approach (inside focal point and flexibility towards work environment) derivative from the socio-procedural aspect, Emery and Trist (as cited in Patterson et al., 2005), and human relation; the focus of this approach is the welfare, development, and dedication of employees for work and organization. Internal / inside approach (inside focus and stiff management in company) shows scientific interest with annotation or rationale and inside control of structure and procedure to use the resources effectively.

Open system approach (outside focus and extensible or formable association in company) the focus is on the communication and variation within organization in reaction of market stress. (as cited in Patterson et al., 2005). Rational goal approach (outside focus but stiff management in company) the focus is on output and targets (Akinbobola, 2011).

The Dependent variable of this research is Job satisfaction and independent variables consist of four dimensions of organizational work climate including Human relations, open system, internal process, and rational goals. This research will help in to understand how organizational work climate affects the job satisfaction of employees of Engro Foods.

3. RESEARCH HYPOTHESES

- H1: There is no significant impact and relationship between Human Relations and Job Satisfaction.
- H2: There is no significant influence and relationship between Internal Process and Job Satisfaction.
- H3: There is no significant effect and relationship between Open Systems and Job Satisfaction.
- H4: There is no significant relation and influence between Rational Goals and Job Satisfaction.

4. RESEARCH DESIGN

Post-positivism is the critic to the revolutionary philosophy of positivism. Unlike positivism, Post-positivism got fame due to its critical aspect i.e. falsification or refutation of hypothesis. According to Post-positivists, the dichotomous relationship between researcher and knowledge is practically impossible because of the third dominant factor i.e. authority of either researcher or knowledge. Such authority includes cultural values, religion, human knowledge repository and other beliefs that influence the relationship of researcher and knowledge (Robson, 2002). Post-positivists advocated that that the knowledge can be falsified and theory can be refuted on the basis of testification under certain circumstances. They consider the knowledge as objective property rather than subjective and it can be either be falsified or accepted if any empirical evidence comes against or in favor respectively. According to the nature and methodological strategy, the research under discussion comes under the post-positivism paradigm.

The approach of enquiry was deductive because an established model of Organizational Climate (Patterson et. al., 2005) already exists and this research was aimed to testify its relation with Job Satisfaction of employees in a firm. In this case, some hypotheses based on knowledge in hand was statistically analyzed or testified for checking its relation with Job Satisfaction. Wilson (2010) also advocated the same that empirical analysis on the basis of hypotheses are used in order to accept or falsify the relation of two variables. Nonetheless, the construct of Organizational Climate and Job Satisfaction have already been established which needs to be testified in Engro Foods Limited. Hence, deductive approach was used in order to meet the research objectives. The Quantitative data were collected and analyzed. Response through structured questionnaire was solicited from randomly selected employees of Engro Foods Pakistan deployed in corporate office at Karachi. Time horizon of this research was cross sectional.

5. RESULTS FINDINGS AND ANALYSIS

Extensive and detailed objects have been used to spout the dimensions and constructs of organizational work climate, Pilot testing has been done to check the correlation of items in questionnaire, weak items have been deduced from the main constructs and also modifications has been made if required like those objects who were mystifying for the respondents only those objects have been included who highly representing the dimensions and having inter item correlation. The responses designs have been used was five point likert scale which include strongly disagree, disagree, neutral, agree, strongly disagree. Questionnaire contained easy wording to avoid any ambiguity. Once data has been collected analysis was done to determine the findings. Pilot testing has been done on 40 respondents to check that respondents understanding the questionnaire or not. After coding of data on SPSS descriptive statistics has been done to find out the frequencies. After descriptive statistics the reliability of data has been checked through mean of cornbach's alpha. To find out the significant relationship among variables correlation was used. To find out the impact of independent variables on dependent variable regression has been also done. Sample size of this study was 218, whereas 184 respondents respond which include both male and female with different working experience and salary packages.

5.1 Reliability

Reliability is defined as the uniformity of results while measuring the items of research repeatedly (Kim et al, 2004). Later on, Hair et al, (2007) suggests different acceptable values of Cronbach's alpha for the measurement of reliability of the scale. According to him the value <0.6 is poor, the value of a range from 0.60 to 0.70 is moderate, however the value from 0.70 to 0.80 is good and the value ranges from 0.8 to 0.9 is very good and above 0.90 is excellent. The table 1 (in Appendix) is showing the value of Cronbach alpha which is 0.94 depicting the excellent reliability of the scales.

In correlation analysis (Table 3 in appendix) the significance value of human relations, open system and rational goals is less than 0.05, therefore there is sufficient evidence to reject null hypothesis and can conclude that all the constructs except internal process are highly correlated. Whereas the significance value of internal process is more than 0.008 and coefficient value is .195 which shows that there is comparatively weak correlation of internal process with job satisfaction which is dependent variable in this study still we have the evidence to reject null hypothesis.

5.2 Regression Analysis

Multiple regression is used for regression analysis in this study. The result shows in table 4 (in appendix) that value of adjusted R Square is 0.789, which means that independent variables are predicting 78.9 % of dependent variable in other words 78.9 percent impact on the dependent variable which job satisfaction explained by independent variables.

Result further shows that the significance value of human relation is less than 0.05 therefore we have sufficient evidence to reject null hypothesis and can conclude that there is a relationship in job satisfaction which is dependent variable and human relation

which is independent variable. Also the significance value of open system is less than 0.05 therefore we have sufficient evidence to reject null hypothesis of no relationship. Which conclude that the relationship between open system and job satisfaction exists.

This is also shown by their T values which are more than 2 and shows the significance of both the variables. Whereas other two independent variables which are internal process and rational goals are insignificant with a significant value more than 0.05 and T values less than 2 therefore we have sufficient evidence to reject alternate hypothesis and to accept null hypothesis that there is no relationship between internal process and rational goals with dependent variable which is job satisfaction in this study.

5.3 Discussion

The aim of this paper was to investigate the effect of organizational work climate on employee's job satisfaction in case of Engro Foods Limited employees and how different constructs of work climate like, human relations, open system, internal process and Rational goals (Patterson et al., 2005) have any relationship and impact with employee job satisfaction. Organizational climate measure (Parson et al., 2005) have been used to find the effect of organizational work climate on employees work satisfaction of Engro Foods Karachi, 218 questionnaires were targeted from executive to operational level employees from 536 employees.

Organizational work climate measure is developed from hypothetical bases, same in a case of CVM (Patterson et al.). This research was based on adapted model of Pattern and his coworkers, the aim of this trial was to develop understanding on the basis of strong conceptual background regarding organizational work climate, the association between work climate and employees job satisfaction in case of Engro Foods. The findings shows that organization climate have an impact on employees job satisfaction especially in case of human relation and open system dimension & there is a strong relationship exist between human relation, open system and job satisfaction. The impact is relatively less or they are insignificant in cases of internal process and rational goals on job satisfaction.

Employee's satisfaction in Engro Foods Limited is more effected by human relation and open system and rational goals because there is a correlation between human relation, open system, rational goals with job satisfaction of Engro Foods employees which include autonomy in decision making, communication among employees and departments, employee's involvement, rules and procedures, creativity and innovation, change management in organization etc. Results explains that most of the employees are pleased in working at Engro Foods Limited which shows that most of them are satisfied with organizational work climate. Their job satisfaction is mostly effected by human relations and open system.

6. CONCLUSION

Employers are always concern about how employees perceive the organization work environment and culture of the organization because various aspects and dimensions of organizational climate have impact on employee's satisfaction level with their jobs and organization. Satisfaction of employees results in high productivity and efficiency. In this study the researcher applied a model of organizational work climate from Patterson and his colleagues in case of Engro Foods. Included four dimensions or constructs of organizational work climate like human relations, open system, internal process and rational goals and each of construct includes various items. Most of the literature use to find out the influence of work climate on job satisfaction of employees but this study particularly focuses on how the specific dimensions of work climate effect on job satisfaction of workers like how human relations, open system, internal process and rational goals have impact on job satisfaction. The analysis shows that the organizational work climate has an impact on employee's job satisfaction mainly in cases of human relation and open system. Employees consider them as major factors which effect their satisfaction level with job and work.

Since the significance value of human relation is less than 0.05 therefore we have sufficient evidence to reject null hypothesis and can conclude that there is a relationship in job satisfaction which is dependent variable and human relation which is independent variable. Also the significance value of open system is less than 0.05 therefore we have sufficient evidence to reject null hypothesis of no relationship. Which conclude that the relationship between open system and job satisfaction exists. The results shows that since the significance value of human relations, open system and rational goals is less than 0.05, therefore there is sufficient evidence to reject null hypothesis and can conclude that all the constructs except internal process are highly correlated.

Whereas the significance value of internal process is more than 0.008 and coefficient value is .195 which shows that there is comparatively weak correlation of internal process with job satisfaction which is dependent variable in this study still we have the evidence to reject null hypothesis so to accept the null hypothesis. The findings shows that the human relations and open system are consider more important to increase employee's job satisfaction of Engro Foods. Whereas rational goals having least influence on job satisfaction of employees and having no impact of internal process on job satisfaction.

7. RECOMMENDATIONS

- Human resource department of Engro Foods must do activities to build and improve human relations in the organization.
- Organization should encourage autonomy, integration and involvement among employees.
- Engro foods should focus on providing better supervisory support to the employees. Supervisors and head of department should maintain a congenial relationship with employees.

- Organization should focus on flexibility in terms of creativity and innovation and appreciate the efforts of employees and offer proper directions if required.
- Organization should be more focused on assessment of policies, structures, and processes.
- Engro foods should offer chances for occupational development in terms of training opportunities for employees.

8. AREA OF FURTHER RESEARCH

Though this study provides a clear picture of organizational work climate impact on employee's satisfaction but it also provide the opportunity for other researchers to extend the research by adding other dimensions and constructs of organizational work climate and to add more companies to generalize the results. Furthermore, subjective understanding can be developed by exploring this phenomenon through interpretive approach (qualitative insights) to gauge the employees experience about the work climate and its influence over job satisfaction.

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APPENDIX

Figure 1
Conceptual Framework

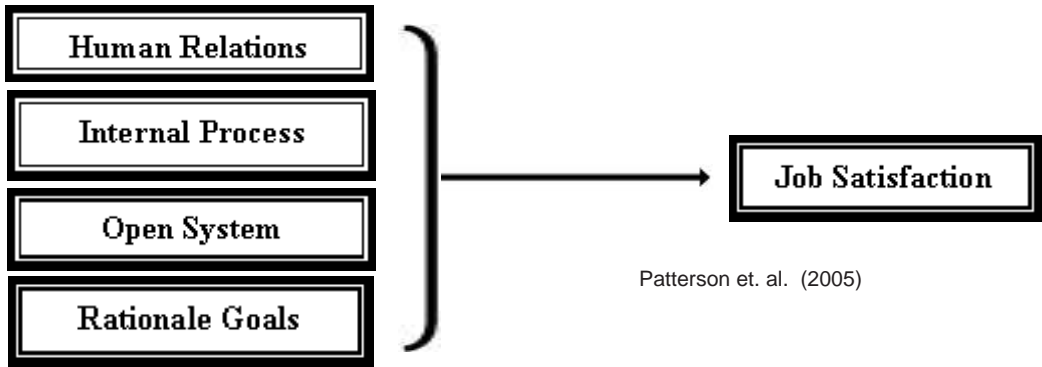


Table 1
Reliability Statistics

Cronbach Alpha	Number of Items
0.94	46

Table 2
Descriptive Statistics
Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	7.1635	16.5489	10.8614	2.94657	184
Residual	-2.84550	5.72564	.00000	1.50424	184
Std. Predicted Value	-1.255	1.930	.000	1.000	184
Std. Residual	-1.871	3.764	.000	.989	184

Note: Dependent Variable is job satisfaction

Table 3
Correlations Analysis
Correlations

		Human relation	Internal process	Open system	Rational goal	Job satisfaction
human relation	Pearson Correlation	1	.249**	.836**	.324**	.797**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	184	184	184	184	184
internal process	Pearson Correlation	.249**	1	.191**	.815**	.195**
	Sig. (2-tailed)	.001		.009	.000	.008
	N	184	184	184	184	184
open system	Pearson Correlation	.836**	.191**	1	.305**	.883**
	Sig. (2-tailed)	.000	.009		.000	.000
	N	184	184	184	184	184
rational goal	Pearson Correlation	.324**	.815**	.305**	1	.318**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	184	184	184	184	184
job satisfaction	Pearson Correlation	.797**	.195**	.883**	.318**	1
	Sig. (2-tailed)	.000	.008	.000	.000	
	N	184	184	184	184	184

Table 4
Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891a	.793	.789	1.52096

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1588.851	4	397.213	171.707	.000a
	Residual	414.083	179	2.313		
	Total	2002.935	183			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.346	.616		.562	.575
human relation	.139	.045	.194	3.095	.002
internal process	-.061	.060	-.060	-1.009	.314
open system	.972	.086	.705	11.249	.000
rational goal	.036	.024	.089	1.459	.146

Note: Dependent variable is job satisfaction