



**Full Length Research Article**

**IMPACT OF ORGANIZATIONAL CLIMATE ON JOB SATISFACTION: A STUDY OF BHARTI AIRTEL INDIA LIMITED IN SHIMLA ZONAL OFFICE**

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**ABSTRACT**

The organizational climate or work environment is the key to corporate success since it determines the attitudes and behavior of workers. Therefore, corporations and institutions need to count on periodic measurement mechanisms of their organizational climate. The primary objective of this research was to investigate the relationships between some characteristics of organizational Climate and employee Satisfaction in Bharti Airtel India Ltd at Shimla head office. In the process of research, information was gathered relating to existing organizational climate through employee satisfaction survey. This study included a questionnaire that contains the major factors influencing both the main parameters i.e. organizational climate and employee satisfaction. The factors which in general can affect any organization, but later this study focused those parameters according to the employees of Bharti Airtel limited at Shimla head office. The main focus of the study that does other factors effect employee satisfaction also, comparing to those of its own? This study helps to find the exact reason why employees were not satisfied or satisfied with present m organizational climate.

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**INTRODUCTION**

There has been a long-standing interest in relationship of organizational climate to other organizational phenomenon including job satisfaction, job performance, leadership behavior and the quality of work group interaction (Schnake, 1983). Past research on job satisfaction has focused on the job itself or the work climate as the primary means of increasing satisfaction. The main argument is that, if jobs or work climate are developed to provide a more desirable work environment, an increase in job satisfaction will result (Metle 2001, Afolabi, 2005). Organizational work pressure, having a work schedule that meets one's needs, feeling physically safe at work, receiving feedback and organizational quality environment indirectly affect intention to leave through employee job satisfaction and commitment (Karsh, Bookse and Sainfort, 2005). The motivating job characteristics viz., high levels of task identity, autonomy, skill variety and job challenge satisfy an academic's need for engaging, meaningful work activities: a critical psychological state associated with important outcomes such as job satisfaction, intrinsic motivation and effectiveness. Another positive work environment feature for academics is role clarity (i.e. low levels of role ambiguity) i.e., clear, planned goals and objectives for their jobs, and certainty

about their job responsibilities (Winter, Taylor and Sarros, 2000). The contribution of people management to Organizational performance outcomes such as productivity and profitability has been relate to a climate of satisfaction in the workplace (West, Patterson and Dawson, 1999) and considerable evidence indicates that there are relationships between climate factors and measures of job satisfaction too tested whether Organizational climate factors (such as the shared perception of the informal and formal policies, practices and procedures) affected employee attitudes such as job satisfaction and commitment (Downey, Hell riegel and Slocum, 1975. In summary, previous research suggests that the deeper level of culture is reflected in the firmly established method of problem solving, decision-making practices, the group morale of employees and the interpersonal relationships between employees Positioned at different levels of the Organizational hierarchy (Rothwell and Scedl 1992). This in turn is strongly influenced by the distinctive conversations and culture of different types of employees, which provides another form of authority and power influencing the behavior of employees.

**Review**

Gunter and Furnham (1996) state that organizational climate can directly cause work outcomes that are either positive or negative. Positive work incentives are incentives that make

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work interesting, e.g.; attractive work environment, good personnel policies, provision of benefits, job structure and compensation. Enabling work environment leads to motivation, good personnel policies, favorable work environment, and provision of benefits, job satisfaction and compensation. However, negative work incentives include those incentives that make work boring, unchallenging and dissatisfying. They lead to increased absenteeism, turnover and accidents. Thus to prevent these negative work outcomes, there is a need to find out which factors within the organizational climate can lead to satisfaction among academics so as to continually have productive, satisfied and contented academics. However, it is important to point out that the researcher is not unaware of the fact that factors like clear lines of communication, adequate reward system and promotional opportunities could also encourage or discourage both positive and negative work outcomes which if not adequately put in place could result in turnover of these academics. Comparative studies of this nature would afford the researcher the opportunity to identify variations in job satisfaction of academics and their impact on academic excellence.

A number of factors had been identified in literature as responsible for the extent to which dissatisfaction is associated with faculty job structure and compensation. The impact of these factors varied and are quite associated with faculty beliefs, management of factors and tolerance levels (Delery and Doty, 2006; Doty, Glick and Huber, 2003). These factors which could enhance or impede academics work performance include top management emphasis on administrative style, work load, feedback about performance and support from superiors. Moreover, job satisfaction is relevant to the physical and mental well being of employees, i.e. job satisfaction has relevance for human health (Oshagbemi, 1999). Organizational climate also have both positive and negative work outcomes that could influence the behavior of employees within the organization. Therefore, this study hopes to study the impact of different variables i.e. role and responsibility, objectives and goals, leadership and management, organizational goals, work environment, performance management, career growth and opportunities, work life balance, reward and recognition and pay and benefits of organizational climate and job satisfaction among employees working in Airtel in Shimla district if Himachal Pradesh.

### Objectives of the study

The following are the objective of the study

1. To investigate the relationships between some characteristics of climate and employee satisfaction in Bharti Airtel ltd at Shimla zonal office.
2. To study the organizational climate prevailing in Bharti Airtel limited at Shimla zonal office.
3. To analyze the factors which affect the employee satisfaction?
4. To correlate the factors of climate and satisfaction and to draw conclusions on the same.

### Research Design and Methodology

#### Sample Size & Design

Employees working in Bharti Airtel India limited in Shimla zonal office have been selected as respondents for the sample.

Only 35 questionnaires have been utilized to analyze and draw interpretations.

### Data Collection

Primary Data which included the input received from directly from the employees through questionnaire and personal interview. Secondary data has been taken from the HR manual, policy manuals, books, Literature Survey and research paper and Internet etc. c collected data has been analyzed with the help of matrix table and bar diagrams.

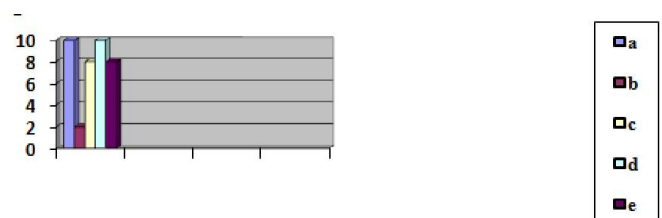
### Observation & Findings

#### 1. ROLE AND RESPONSIBILITY

1 My job makes good use of my skills and abilities.2. My job impacts the overall objective of our organization.3.I find my work challenging.4.I am clear about my reporting.5. My role and responsibilities are clearly agreed upon.

#### LEVEL A- JUNIOR MANAGEMENT

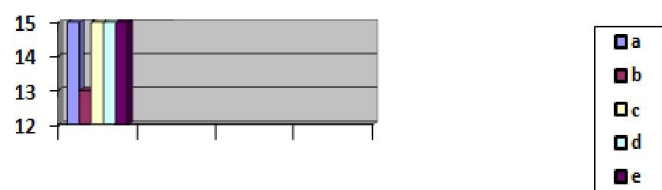
##### Out of the 35 people questioned



- 10 feel that their job makes good use of their skills and abilities.
- 2 feel their job impacts the overall objective of their organization.
- 8 find their work challenging.
- 10 feel that they clear about their reporting.
- 5 feel that role and responsibilities are clearly agreed upon.

#### LEVEL B- SENIOR MANAGEMENT

##### Out of the 35 people questioned



- All feel that their job makes good use of their skills and abilities
- All but 2 feel their job impacts the overall objective of their organization
- All find their work challenging
- All feel that they clear about their reporting
- All feel that role and responsibilities are clearly agreed upon

#### 2. OBJECTIVES AND GOALS

My goals are time bound. b. My objectives and goals are clear and agreed upon. c. Organization has fixed realistic goals for me. d. Organization has fixed realistic goals for itself

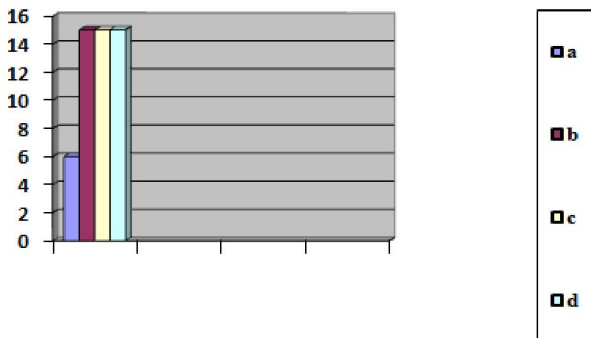


**Out of 35 people questioned**

- 3 feel their goals are time bound.
- 17 feel their objectives and goals are clear and agreed upon.
- 5 feel Organization has fixed realistic goals for them.
- 10 feel Organization has fixed realistic goals for itself.

**SENIOR MANAGEMENT: Out of 35 people questioned**

- 6 feel their goals are time bound.
- All feel their objectives and goals are clear and agreed upon.
- All feel Organization has fixed realistic goals for them.
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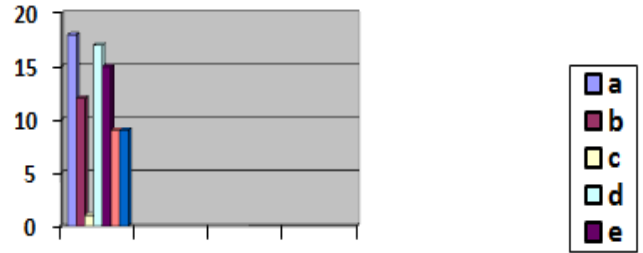


**3. LEADERSHIP & MANAGEMENT**

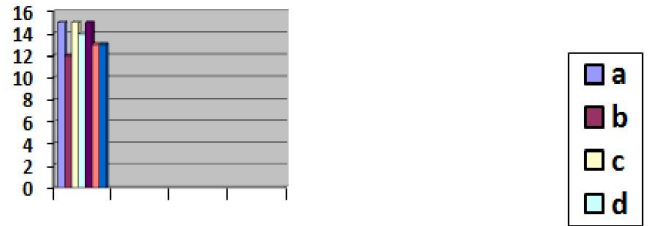
a. immediate manger is unbiased to individuals. B. Immediate manger provides me with routine feedback and guidance. c. Immediate manager helps me in personal development. d. Immediate manger is open for suggestions and ideas .e. Organizational leadership encourages empowerment to its employees. f. Organization follows transparent style of leadership .g. Organizational leadership has clear vision of the future

**JUNIOR MANAGEMENT: Out of 35 people questioned**

- 18 feel Immediate manger is unbiased to individuals
- 12 feel Immediate manger provides them with routine feedback and guidance
- 1 feels Immediate manager helps him in personal development
- 17 feel Immediate manger is open for suggestions and ideas
- 15 feel Organizational leadership encourages empowerment to its employees
- 9 feel Organization follows transparent style of leadership
- 9 feel Organizational leadership has clear vision of the future



**SENIOR MANAGEMENT**



**Out of 15 people questioned**

- 15 feel Immediate manger is unbiased to individuals
- 12 feel Immediate manger provides them with routine feedback and guidance
- 15 feels Immediate manager helps him in personal development
- 14 feel Immediate manger is open for suggestions and ideas
- 15 feel Organizational leadership encourages empowerment to its employees
- 13 feel Organization follows transparent style of leadership
- 13 feel Organizational leadership has clear vision of the future

**4. ORGANIZATIONAL POLICIES**

a. Standing orders and code of conduct are strictly adhered/ followed. b. There is absolute transparency in the organizational policies. c. Organization has laid a clear framework for its policies

**JUNIOR MANAGEMENT**



**Out of 35 people questioned**

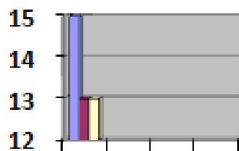
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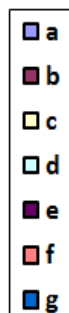
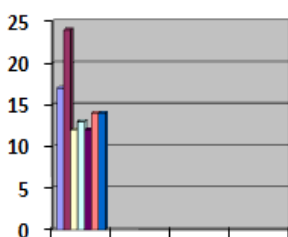


**5. WORK ENVIRONMENT**

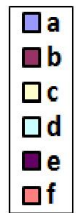
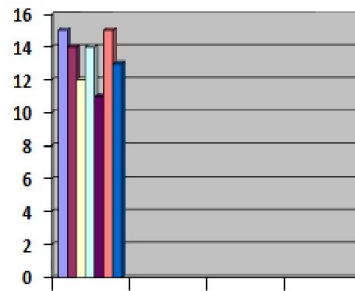
a. Team members get all the information they need from other departments. b. The entire team works for collective goal. c. There is unity, trust and cooperation between members. d. I have the tools and resources to do my job well. e. My organization believes and follows equal treatment for all its employees. f. At work my ideas and suggestions are given due importance. g. My job gives me considerable independence and freedom to do my work

**JUNIOR MANAGEMENT:-Out of the 35 people questioned**

- 17 feel Team members get all the information they need from other departments
- 24 feel the entire team works for collective goal
- 12 there is unity, trust and cooperation between members
- 13 feel that they have the tools and resources to do their job well
- 12 feel that organization believes and follows equal treatment for all its employees
- 14 feel that at work their ideas and suggestions are given due importance
- 14 feel their job gives them considerable independence and freedom to do their work



**SENIOR MANAGEMENT**



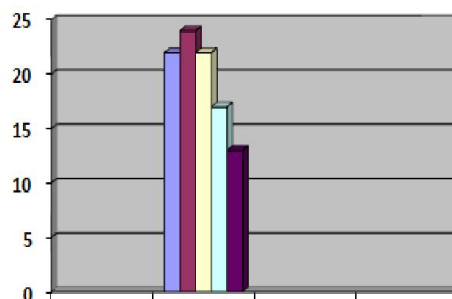
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- 13 feel their job gives them considerable independence and freedom to do their work

**6. PERFORMANCE MANAGEMENT**

a. Performances are accurately accessed. b. My management suggests me with adequate corrective action c. I am provided adequate and timely feedback on my performance d. There is absolute transparency in performance management system e. My performance is monitored and reviewed on timely basis.

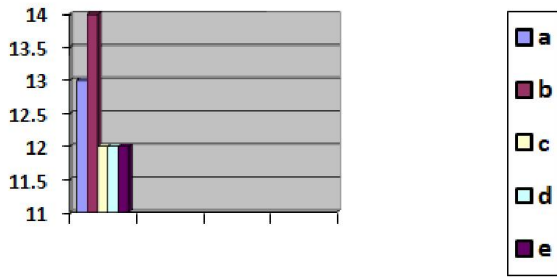
**JUNIOR MANAGEMENT**



**Out of 35 people questioned**

- 22 feel that performances are accurately accessed
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**SENIOR MANAGEMENT**



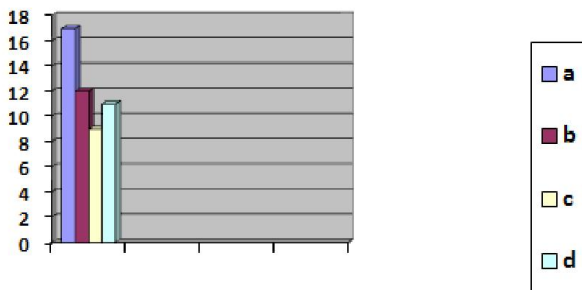
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- 14 feel their management suggests them with adequate corrective action
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- 12 feel there is absolute transparency in performance management system
- 12 feel that their performance is monitored and reviewed on timely basis

**7. CAREER GROWTH AND OPPORTUNITIES**

a. Organization provides ample opportunities for career development. b. The promotion plan is transparent and clear. c. Organization gives me support for my career growth. d. I have clear path for career advancement.

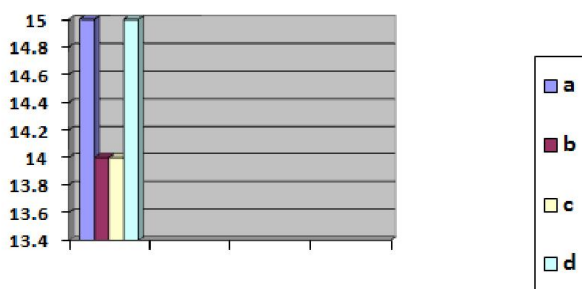
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**SENIOR MANAGEMENT**



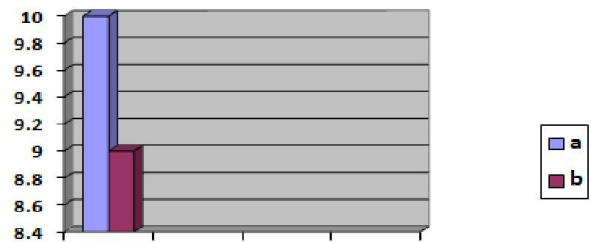
**Out of 15 people questioned**

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**8. WORK-LIFE BALANCE**

a. I can devote equal time to work and life b. My job is not strenuous

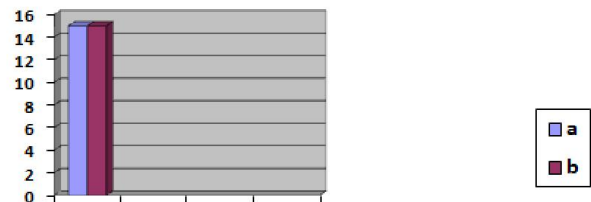
**JUNIOR MANAGEMENT**



**Out of 35 people questioned**

- 10 feel they can devote equal time to work and life
- 9 feel their job is not strenuous

**SENIOR MANAGEMENT**



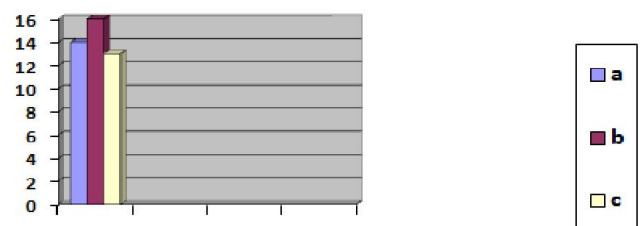
**Out of 15 people questioned**

- 15 feel they can devote equal time to work and life
- 15 feel their job is not strenuous.

**9. REWARDS AND RECOGNITION**

a. I am happy with the reward given for my effort. b. Efforts are rewarded and recognized on a timely basis. c. My management rewards and recognizes the effort that I have put in

**JUNIOR MANAGEMENT**





**Out of 35 people questioned**

- 14 feel they are happy with the reward given for my effort
- 16 feel efforts are rewarded and recognized on a timely basis
- 13 feel their management rewards and recognizes the effort that they have put in

**SENIOR MANAGEMENT**

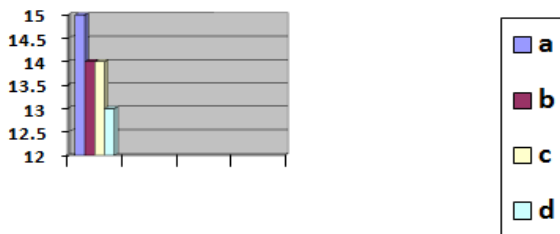


- Out of 35 people questioned:
- 15 feel they are happy with the reward given for my effort
- 14 feel efforts are rewarded and recognized on a timely basis
- 14 feel their management rewards and recognizes the effort that they have put in

**10. PAY AND BENEFITS**

a. Organization provides adequate fringe benefits b. I am provided with adequate vacations and earned leaves .c. Organization provides adequate health/compensation benefits. d. I am satisfied with the remuneration given to me for the work I do

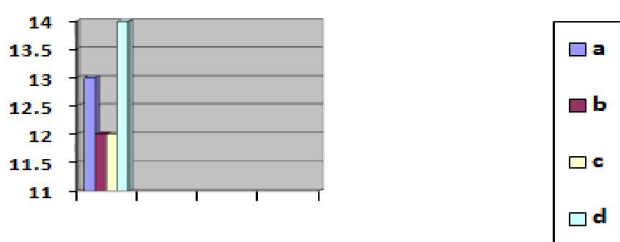
**JUNIOR MANAGEMENT**



**Out of the 35 people questioned**

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**SENIOR MANAGEMENT**



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**FINDINGS**

- The company has weak organizational climate which is clearly evident from the dissatisfaction of the junior management
- The organization has clearly defined responsibilities to all its senior employees but lag can be seen in that of the junior ones.
- There is a negative effect found of the organizational policies. This might appear to be contradictory to the general management practice. But this might be interpreted as indicating as various new initiatives are being taken and new policies made, this is taking its toll on the affected people or work areas. This may also mean that the staff is not fully identifying with these changes.
- The senior employees are very much satisfied with the work environment provided to the employees.
- The organization is more or less capable of providing work-life balance to its employees.

**CONCLUSION**

My study includes employees of the world’s second largest zipper manufacturing company who are on the payrolls of Ideal Fastener Corporation. The sample covers mostly front line Staff i.e. Customer Services Assistant, Supervisors and Duty Managers, Manufacturing Staff and Administrative Staff. In whole, in my study every department of the organization is included. They were included through the surveys done on them to know the impact of organizational impact on their job satisfaction. My study covered the employees of the different departments who were working at the managerial level. The present study found a positive relationship between organizational climate and employee satisfaction; as if the climate of any organization is found unable to create a satisfactory atmosphere for its employees it may lead to decline in the loyalty and satisfaction of the very important assets of any organization, i.e.; the employees.

**RECOMMENDATIONS**

Management can improve the satisfaction of workers by ensuring impartiality and fairness in the disciplinary action proceedings. It should also share information in more open way with staff and reach out to the staff members by making the communication channels more effective. Encouragement by superior and superiors owning up is necessary for the development of subordinates. The management should focus on imparting training to develop leadership skills among the employees. The management should benchmark the pay and benefits with the competitive industries. If RQ wants to make an immediate impact on the staff satisfaction, it has to ensure: Retaining talented people: Any festival should witness

involvement of maximum employees across strata and Communication by the management needs to reach out to the staff at all levels.

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