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## Influence of organizational climate on job satisfaction and commitment of employees in innovative small-scale business

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MS. B. NEERAJA<sup>1</sup>, MR. B. KRISHANAKANTH PATHAK<sup>2</sup>

<sup>1</sup>Asst. Professor, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai – 77.

<sup>2</sup>MBA Student, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai – 77.

Email ID: [neerajab.ssm@saveetha.com](mailto:neerajab.ssm@saveetha.com)

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**Abstract:** Climate consists of a collection of features that define an organization, differentiate it from other relatively long-term organizations and influence the actions of people in it. The purpose of this article is to present, by using ability of a model, the determinants of organizational way of life which influence creativity and innovation and to check whether or not a relationship existed between the variables job delight and organizational tradition of personnel within a service organization. The populace is collected from thermal power plant industry, and the data is collected from all levels of management (low, middle, top-level) 200 personnel of which fifty had been excluded from the research because of low levels of literacy. The relationship between creativity, innovation and way of life is discussed in this context. Against the history of this model, the determinants of organizational culture were identified. The determinants are strategy, structure, support mechanisms, commitment, and job satisfaction, behavior that encourages innovation, organizational climate and open communication. The impact of every determinant on creativity and innovation is discussed. Values, norms and beliefs that play a position in commitment and job satisfaction can both support or inhibit creativity and innovation depending on how they have an effect on character and employees' performance and behavior. This is additionally defined in this article.

**Keywords:** Organizational Climate, job commitment, job satisfaction, Employees' Performance, Work Environment, Employees' Commitment, Entrepreneurship, Innovation.

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### INTRODUCTION

Organizational climate is a moderately suffering nature of the inside condition that is experienced by its individuals, impacts their conduct and can be portrayed as far as the estimation of a specific arrangement of attributes of the association. It might be conceivable to have the same number of atmospheres as there are individuals in the association when considered on the whole, the activities of the people become more significant for survey the absolute effect upon the atmosphere and deciding the steadiness of the workplace. Organizational climate is a subjective idea. It is hard to clarify the segments of authoritative atmosphere in quantitative or quantifiable units. In relation to different associations, it illustrates how one association is distinct. The organisational culture has a huge impact on employee performance because it has a major impact on employee engagement and work satisfaction. The working environment in which the worker feels happy or unhappy is decided by the organizational atmosphere. Since satisfaction defines or regulates operational efficiency, we may conclude that the organizational environment is directly linked to employee efficiency and success. Therefore, a good organizational atmosphere is critical for greater employee satisfaction, better human relationships and greater productivity. In the way informal groups are formed and managed, the interpersonal relationships in the organizations are expressed. The structure of the company serves as the basis for defining quality between superiors and subordinates. It clarifies who is responsive to whom and who might direct whom. If the compensation system is directly correlated to success and sustainability, the system of rewards and punishments is also an essential component of the organizational environment, there would be an atmosphere of competitiveness among the employees. There should be a two-way conversation in the organization so that the staff understand what is going on and respond to it. The manager can modify his decision on the basis of feedback received. A proper system of communication ensures that the subordinates are able to communicate their opinions, ideas and reactions, otherwise they would feel irritated. To study the various factors determining job satisfaction and commitment of the employees. Studying the impact of organizational climate on the job satisfaction of employees and level of commitment of employees towards the organization to make necessary recommendations for increasing the satisfaction level of employees and find out the relationship between the organizational climate and employees' performance. Our research idea is based on the rich knowledge acquired by our peer teams across

the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014)

## REVIEW OF LITERATURE

(Sherman et al., 2018) has experimented with the factors affecting the success of IAC: stakeholder involvement to the present end, for leveraging organizational climate theory toward a good management of IAC in software engineering research. The above analysis done by the author lays the inspiration for our vision that organizational climate may function an effective means of addressing the discussed challenges.

(Jegajothi and Sudha, 2015) had done research on the relation between organizational climate and employee performance. The study identified there's positive relationship between organizational climate and employee performance and also the organizational climate which motivates and increases the organization effectiveness. The study also shows that workplace behavior and employee productivity, work commitment, job level, job status, promotion, employee training and employee rewards, etc. have a positive and healthy relationship with employee motivation and work performance of employees. The study shows that the work commitment helps the employee to figure on an everyday basis and is good deciding.

(Lakshmanan, 2014) had plotted the organizational climate and employee performance in selected public sector enterprises in Tamilnadu. The study had used various organizational climate dimensions like, workers' attitude, job characteristics, working conditions, personal policies, managerial structure and policies, performance – reward relationship, participating management, external influences, social values and new technology analysis. The findings of the study reveal that the organizational climate influences the effective performance of employees in a corporation because it's associated with motivation and job satisfaction.

Mohanty (2012) had considered the HRD atmosphere and its effect on work execution in private Insurance organizations in Odisha. The examination made an endeavor to dissect the degree of HRD atmosphere winning in five, private Insurance organizations to be specific, Max New York Life Protection Co. Ltd., Birla Sun Life Insurance Company Ltd., HDFC Standard Life Insurance Organization Ltd., Tata AIG Life Insurance Company Ltd., and Bajaj Allianz Life Insurance Organization Limited. In this investigation, the HRD atmosphere poll (Rao and Abraham) and North Carolina Rating Scale (estimating position execution) was utilized. The examination has distinguished there is acceptable/normal HRD atmosphere and normal occupation execution in the private Insurance segment in Odisha. The examination has inferred there is a critical connection between HRD atmosphere, and Job execution.

(Chitra, n.d.) has investigated the connection among execution and authoritative atmosphere. With the help of accessible writing, the writer expressed that the hierarchical atmosphere is impacted by the different factors, for example, association structure, size, region of action, period of individuals and conventions, attributes of staff, level of instruction, social level, and the administrative style. The examination likewise clarified that the groundbreaking administration gives accentuation on inspiration and helps the workers for better. Conditional initiative then again, requires trade of data, and it gives accentuation on direction which will bring about ordinary execution. Thus, the investigation suggested that the groundbreaking administration style is important and ought to be trailed by the association for the fulfillment of goals. The examination presumed that the disposition of workers towards their activity is impacted by hierarchical atmosphere, authoritative culture and the style of the board. Worker's demeanor towards work affects their personal execution and afterward authoritative execution all in all.

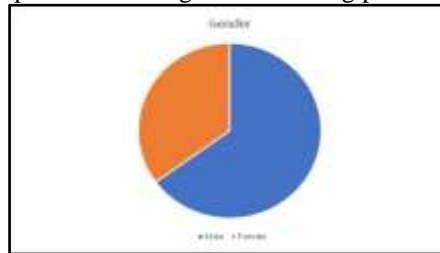
(Raza, 2010) has been considered the effect of hierarchical atmosphere on educator's execution openly and private division schools in Punjab. The scientist has utilized two polls for educators and administrators. As per dominant part of public-school directors, an open atmosphere has positive connection to educator's exhibition; though shut atmospheres were found to have negative connection to the instructor's exhibition. The specialist suggested that the educators might be offered opportunities to talk about their scholarly issues in gatherings, workshops, and meetings. The administration style of chiefs might be improved through in-administration preparing, classes, workshops and departmental gatherings and management. Execution of instructors can be expanded by advancing open, just as controlled, atmospheres also, maintaining a strategic distance from shut atmosphere.

(Pritchard and Karasick, 1973) have been contemplating 'The Effects of Organizational Atmosphere on Managerial Job Performance, and Job Satisfaction.' They thought about 76 supervisors from two associations to contemplate the impact of hierarchical atmosphere on work execution. The collaborations among atmosphere and individual needs that influence execution and fulfillment was additionally considered. It was discovered that the atmosphere was affected by both the by and large association and by sub units inside the association. Atmosphere was reasonably firmly identified with sub unit execution and singular employment fulfillment.

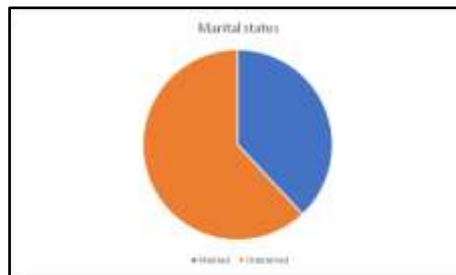
### RESEARCH METHODOLOGY

The research design used in the study is the cross-sectional design. Cross-sectional design of study is an observational type of study design. Data is collected using questionnaires. Both primary and secondary data plays its significance, whereas primary data is the main element for this study. The questionnaire is framed using structured items developed by researchers. The sampling technique applied in this research is a convenience sampling method. Convenience sampling is a kind of non-probability sampling that includes the sample being drawn from that part of the population that is close to hand. Primary data is data that is collected by a researcher from immediate sources, using methods like surveys, conferences, or experimentations. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes.

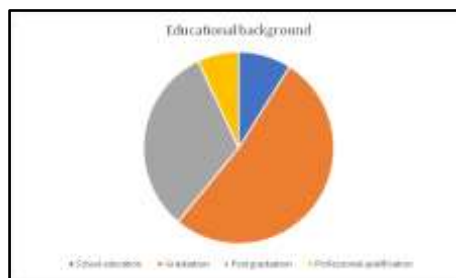
The sample profile of the study is represented through the following pie charts



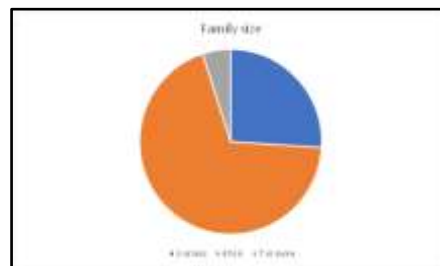
**Fig.1: This pie chart depicts the gender of the respondents. 35% of the respondents are female and 65% were male respondents.**



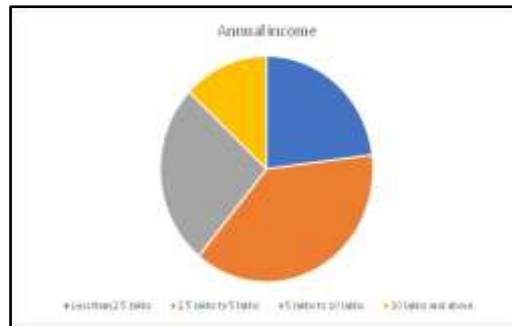
**Fig.2: Pie chart represents the marital status of the respondents. 38% of them were married and 62% of them were unmarried.**



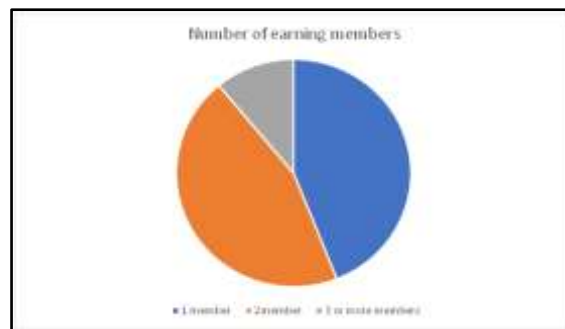
**Fig.3: pie chart shows the education of the respondents. 9% have completed school only, 52% Graduates, 32% postGraduates and 7% of them have done professional qualification.**



**Fig.4: This pie chart represents the Family size of the respondents. Here 69% were having 4-6 members, 26% were having 3 or less members and 5% were having more than 7 members.**



**Fig.5:** represents the Annual Income of the respondents. 23% of them were earning less than 2.5 Lakhs, 38% were earning 2.5 - 5 Lakhs, 26% were earning 5- 10 Lakhs and 13% were earning 10 Lakhs and above.



**Fig.6:** represents the number of earning members in the family. 44% of them had only 1 earning member, 45% of them had 2 earning members and 11% had 3 or more earning members.

## RESULTS AND DISCUSSIONS

The data collection means used in this study is a structured questionnaire. The elements of the questionnaire are measured using a five-point Likert scale. A Likert scale, is a psychometric scale commonly involved in examining the questionnaires. It is the most broadly used approach to scaling answers in survey research. The sample is collected from thermal power plant industry, and the data is collected from all levels of management (low, middle, top-level). The total number of responses is equal to the total number of employees working in the organization. The techniques that are used for scrutiny in this study are: Frequency analysis, which is an expressive statistical technique that shows the number of incidences of each response selected by the respondents. When using frequency analysis, SPSS Statistics can also calculate the measures of central tendency, dispersion and percentile values to help users analyze the results and draw conclusions. Analysis of means is a methodical statistical technique used in portraying significant differences among groups of data in a visual form. It is active mostly in quality control. Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

### INDEPENDENT SAMPLE T- TEST:

**Table 1:**

COMMITMENT		GENDER		MARITAL STATUS	
S. No	PARTICULARS	t-Value	Sig-Value	t-Value	Sig-Value
1.	I feel responsible for the quality of my work. (Quality of work)	1.222	.224	.838	.403
2.	Outside of work, I speak positively of my organization. (Positive speaking)	1.117	.266	1.127	.262
3.	In case my salary was lowered due to business problems, I would not leave the organization. (Bound to Organization)	.778	.438	.593	.554
4.	We cooperate very well in our organization. (Cooperation)	1.162	.247	1.699	.091
5.	I help other people. (Helping others)	.266	.791	.844	.400

**Interpretation:** This table shows that both marital status and gender have significant value greater than 0.05. Hence there is no significant difference between marital statuses and gender with respect to commitment.

**Table 2:**

JOB SATISFACTION		GENDER		MARITAL STATUS	
S. No	PARTICULARS	t-Value	Sig-Value	t-Value	Sig-Value
1.	I am satisfied with my co-workers.	.628	.531	.204	.839
2.	I am satisfied with a secure workplace.	.962	.337	.343	.732
3.	I am satisfied with the workplace.	.239	.812	.419	.676
4.	I am satisfied with work hours.	.561	.576	.507	.613
5.	I am satisfied with my seniors.	.243	.808	.616	.539

**Interpretation:** This table shows that both marital status and gender have significant value greater than 0.05. Hence there is no significant difference between marital statuses and male and female with respect to job satisfaction.

**Table 3:**

CLIMATE		GENDER		MARITAL STATUS	
S. No	PARTICULARS	t-Value	Sig-Value	t-Value	Sig-Value
1.	My department has a clear set of standards and quality goals.	-.238	.812	.534	.594
2.	I am aware of the fact that changes in the organization are important	-.851	.396	.453	.651
3.	I am ready to take the risk of introducing my own initiatives and innovations.	-.581	.562	.250	.803
4.	Our organization has relatively high expectations in regards to work success	-1.012	.313	.895	.372
5.	Good work results are readily noticed and awarded.	-.006	.996	.342	.733

**Interpretation:** This table shows that both marital statuses and gender have significant value greater than 0.05. Hence there is no significant difference between male and female and marital status with respect to climate.

**ANOVA:**

**Table 4:**

COMMITMENT		AGE		EDUCATION	
S. No	PARTICULARS	F-Value	Sig-Value	F-Value	Sig-Value
1.	I feel responsible for the quality of my work.	1.736	.145	1.080	.359
2.	Outside of work, I speak positively of my organization.	1.729	.147	.648	.586
3.	In case my salary was lowered due to business problems, I would not leave the organization.	.786	.536	2.112	.101
4.	We cooperate very well in our organization.	1.351	.254	1.418	.240
5.	I help other people.	.725	.576	2.180	.093

**Table 5:**

JOB SATISFACTION		AGE		EDUCATION	
S. No	PARTICULARS	F-Value	Sig-Value	F-Value	Sig-Value
1.	I am satisfied with my co-workers.	1.560	.188	2.625	.053
2.	I am satisfied with a secure workplace.	.541	.706	1.634	.184
3.	I am satisfied with the workplace.	.676	.610	.951	.418
4.	I am satisfied with work hours.	1.279	.281	.812	.489
5.	I am satisfied with my seniors.	.957	.433	.631	.596

**Table 6:**

CLIMATE		AGE		EDUCATION	
S. No	PARTICULARS	F-Value	Sig-Value	F-Value	Sig-Value
1.	My department has a clear set of standards and quality goals.	2.217	.070	1.018	.386
2.	I am aware of the fact that changes in the organization are important.	.670	.614	1.567	.200
3.	I am ready to take the risk of introducing my own initiatives and innovations.	1.736	.145	.931	.427
4.	Our organization has relatively high expectations in regards to work success.	1.294	.275	.912	.437
5.	Good work results are readily noticed and awarded.	1.312	.268	2.558	.057

## CONCLUSION

Representatives make the key component for associations to accomplish reasonably serious advantages in the present dynamic and changing working conditions. Associations attempt to pull in qualified representatives, exploit them at the greatest level and continue utilizing them in working conditions in which the labor force has a basic job. Along these lines, making a sound and positive hierarchical atmosphere, which thinks about the government assistance of representatives, is thought to be significant. As such, hierarchical atmosphere has either a positive or negative impact on execution levels, perspectives and practices of workers. It is conceivable that workers can see hierarchical atmosphere with a positive recognition and believe it to be coordinating with their own destinations thus, they can exhibit inspirational perspectives towards associates also, the association. Notwithstanding, an adversely seen authoritative atmosphere which doesn't uphold its workers is required to advance counterproductive conduct among representatives. In the writing, it is conceivable to see heaps of studies managing numerous factors, for example, character, enthusiastic knowledge, hierarchical equity, trust, seen authoritative uphold and moral atmosphere which lead representatives to show counterproductive practices. Among all these, restricted quantities of studies alluding to an authoritative atmosphere are accessible. In this regard, this examination plans to research the effect of hierarchical atmosphere on counterproductive practices. Accordingly, it is accepted that this investigation will add to and fill the hole in the writing.

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