ORGANIZATIONAL CLIMATE AND JOB SATISFACTION: AN ANALYSIS OF PAPER INDUSTRY

G. MURUGESAN*

Introduction:

Organizational climate serves as a measure of individual perceptions or feelings about an organization. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, and provision of good working conditions of the employees. Job satisfaction means the contentment of the employees because of their jobs. It is the personal evaluation of the job conditions (the job itself, the attitude of the administration etc.) or the consequences or (wages, occupational security etc.) acquired from the job (Fletcher and Williams, 2006). According to another definition, job satisfaction is the phenomenon ascertaining the contentment of the employee and appearing when the qualifications of the job and the demands of the employees match (Reichers, 2006). In line with these definitions, job satisfaction might be handled as the consequence resulting from the comparison between and job in question which is performed. The consequence may emerge as satisfaction or dissatisfaction of the employee from the job.

Industry and Company Profile:

The Indian Paper Industry is a booming industry and is expected to grow in the years to come. The usage of paper cannot be ignored and this awareness is bound to bring about changes in the paper industry for the better. There are, at present, about 515 units engaged in the manufacture of paper and paperboards and newsprint in India. The country is almost self-sufficient in manufacture of most varieties of paper and paperboards. Import, however, is confined only to certain specialty papers. India's per capita consumption of paper is around 4.00 kg, which is one

* Professor – Management Studies, VMKV Engineering College, Salem – 636 308.

of the lowest in the world. With the expected increase in literacy rate and growth of the economy, an increase in the per capita consumption of paper is expected. The demand for upstream market of paper products, like, tissue paper, tea bags, filter paper, light weight online coated paper, medical grade coated paper, etc., is growing up. These developments are expected to give fillip to the industry.

Tamil Nadu Newsprint and Papers Limited (TNPL) were established by the Government of Tami Nadu during early eighties to produce Newsprint and Printing & Writing Paper using bagasse, a sugarcane residue, as primary raw material. The Company commenced production in the year 1984 with a initial capacity of 90,000 tonnes per annum (tpa). Over the years, the production capacity has been increased to 2,45,000 tpa and the Company has emerged as the largest bagasse based Paper Mill in the world consuming about one million tonnes of bagasse every year. TNPL exports about 1/5th of its production to more than 30 countries. Manufacturing of quality paper for the past two and half decades from bagasse is an index of the company's technological competence. A strong record in adopting minimum impact best process technology, responsible waste management, reduced pollution load and commitment to the corporate social responsibility make the company one of the most environmentally compliant paper mills in the world. TNPL firmly believes that Human Resource (HR) is the most precious resource available in the company. Hence it is company's endeavour to harness the Human Resources through various training and skill developmental programmes and innovative HR initiatives. Besides, TNPL has also instituted various employee welfare measures to provide an ideal working environment and improve the job satisfaction of the employees.

Review of Literature:

The concept of job satisfaction has been widely defined by different people. (Locke 1979) specified that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Spector (1997) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job. Rice, Gentile and Mcfarlin (1991) defined job satisfaction as an overall feeling about ones job or career in terms of specific facets of job or careers (e.g. compensation, autonomy, coworkers). It can be related to specific outcomes, for example,

productivity. Many studies on the determinants of job satisfaction in higher educational institutions in the developed world are available (Hickson and Oshagbemi, 1999; Brewer and McMahan- Landers, 2003 and Turrel, Price and Joyner, 2008). However, in developing countries such as Nigeria, efforts in this direction are scarce. Examples of investigated jobs are: Satisfaction among heads of post-primary institutions in Delta state, Nigeria (Whawho, 2008: Edem and Lawal, 2006).

When the employee sees that his expectations are not met in the job environment, the job dissatisfaction emerges. It leads to the decrease in the workforce productivity, organizational commitment and commitment to the job and increase in the rates of the optional discontinuation of the job (Santhapparaj,Srini and Ling, 2005; Payne and Morrison, 2002; Redfern,2005 and Denizer,2008; Gellatly, 2005; Sagie, 2002).

Besides, the medical conditions of the employees might be affected negatively. Lower job satisfaction in the servers has been observed to bring about neurotic (insomnia and headache) and emotional negativeness (stress, disappointment) (Denizer, 2008). Nevertheless, the best proof to the deterioration of the works is the lower job satisfaction. It causes secretly deceleration of the works, job success and job productivity and increases in the workforce turnover (Iverson and Deery, 2007; Lum, 2006), occupational accidents and complaints.

Job satisfaction can be described as one's feelings or state of mind regarding the nature of the work. Job satisfaction can be influenced by a variety of factors such as the quality of the academics' relationships with their supervisors, the quality of the physical environment in which they work and the degree of fulfillment in their work (Lambert, Pasupuleti, Cluse-Tolar and Jennings, 2008). Job satisfaction is a key factor in productivity (Oshagbemi, 2000). However, job satisfaction is certainly not the only factor that causes people to produce at different rates (Daniels, 2001). One major reason for the continuing interest in job satisfaction, as Wilson and Rosenfeld (1990) pointed out is that, positive and negative attitudes towards work may exert powerful effects on many forms of organizational behaviour.

Relevant research data have demonstrated the importance of job satisfaction in an organization, especially, in terms of its efficiency, productivity, employee relations, absenteeism and turnover (Baron, 1996, Maghradi, 1999 and Fajana 2001). In addition to being influenced by the level of satisfaction, performance is affected by a worker's ability as well as a number of situational and

environmental factors such as mechanical breakdowns, low quality materials, inadequate supply of materials, availability of stocks and market forces (Boro, et al). Nevertheless, in the case of lower-level jobs where little ability is required, job satisfaction seems to be one of the key determinants of performance (Cockburn& Perry, 2004; Boro, et al 2001).

Therefore, job satisfaction is very important in an organization because if employees are not satisfied, their work performance, productivity, commitment as well as the interpersonal relationships among the management and their subordinates tend to be lowered (Fajana, 1996). For instance, in an organization where work performance is not recognized through promotion and salary increases, productivity of employees tends to be lowered. In an effort to satisfy the needs of employees, many managers make use of incentive programmes, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction or motivation (Joyce and Slocum, 2004).

Fajana (2002) in his work identified a long range of factors combined to affect individual's level of satisfaction. These include, supervision or leadership (concern for people, task, participation), job design (scope, depth, interest, perceived value),

Statement of Problem:

The efficient man power can be best utilized if they get satisfaction in their job. The way the authority treat their employee and fulfill their needs and expectations have a profound impact on the attitudes of their employees towards their job in term have effect on the ability to accomplish their work. What is the problem relating to job satisfaction? Therefore the present investigation has been undertaken with a view to find out the job satisfaction of different categories of employees. Researchers in organizational behavior have long been interested in understanding employees' perceptions of the work environment and how these perceptions influence individuals' work- related attitudes and behaviors. Early researchers suggested that the social climate or atmosphere created in a workplace had significant consequences employees' perceptions of the work context purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organizational productivity (e.g Katz& Kahn, 2004; Likert,1997, McGregor, 2000). The construct of climate

has been studied extensively and has proven useful in capturing perceptions of the work context (Denisson, 2006; Ostroff, Kinicki & Tamkins, 2007). Climate has been described as an experientially based description of the work environment and, more specifically, employees' perceptions of the formal and informal policies, practices and procedures in their organization (Schneider, 2008).

OBJECTIVES OF THE STUDY:

To acquire knowledge about the functioning of TNPL.

1. To find out the relationship between organizational climate and job satisfaction among employees in TNPL ltd.

2. To identify the organizational welfare climates of TNPL and their satisfaction of workers.

3. To understand the general problems faced by the employees and to suggest remedies.

Methodology:

For better understanding of the employee's quality of work life, qualitative methods were employed in this study. This is because; a major strength of the qualitative approach is the depth to which explorations are conducted and descriptions are written, usually resulting in sufficient details for the reader to grasp the idiosyncrasies of the situation (Myers, 2000). According to Creswell, qualitative researchers look for involvement of their participants in data collection and seek to build rapport and credibility with the individuals in the study. Sensitizing concepts, referring to the concepts or categories that analysts bring to the data, provide the researcher with a general direction in which to look for data (Patton, 2002). This study was influenced by the sensitizing concepts that emerged from the review of the literature, namely work stress, factors influencing quality of work and strategies adopted to cope with stress.

Sample Design: The universe in present investigation is the employees working in paper industry in Tamil Nadu. The sample unit selected for this study was Tamil Nadu Paper and Boards Limited (TNPL) in Karur. The sampling unit TNPL employee's strength is identified the

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entire universe; meanwhile the sampling size is confined only for 100 employees. Convenient sampling is adopted to get insight about the study.

Sources of Data: The study consists of both primary and secondary data. The primary data is collected through well structured questionnaire. Secondary data is collected with the help of various journals, books and internet.

Statistical Tools: The collected data is consolidated, tabulated and analyzed by using statistical tools like descriptive statistics, and percentage analysis.

Period of the Study: The study was conducted for a period of 6 months from January to June 2011. The respondents were contacted and interviewed in the factory premises during their off duty hours.

Limitations of the study:

1) This study confined only TNPL in Karur and sample size is limited to 100.

2) The employees and workers were interviewed during the course of their working time, so they were in a hurry to respond to the questions, which may have affected the quality of data.

3) Time constraint was another limiting factor. The time available for the study was very much limited.

4) The study covers only a few aspects of Quality of Work Life since it is a wide topic to conduct a complete study within the limited parameters. In spite of all the above limitations, every attempts and have been made to present this report in the best possible manner.

Data Analysis and Interpretation:

Table 1.1: Age wise Classification

Category	Number of Respondents				
Age	Worker	Supervisor	Office Staff	Total	Percentage
18-30	32	-	4	36	60
31-40	11	6	3	20	34
41-50	-	2	2	4	06
Total	43	8	9	60	100

SOURCE: Primary Data

The above table 1.1 shows that 60 percent of the respondents are under the age group of 18-30 and nearly 34 percent of the respondents are under the age group of 31- 40 and 6 percent of the respondents are under the age group of 41-50.

Table 1.2: Sex Wise Classification

Category	Number of Respondents				
Sex	Worker	Supervisor	Office Staff	Total	Percentage
Male	17	8	4	29	49
Female	26	-	5	31	51
Total	43	8	9	60	100

SOURCE: Primary Data

The above table 12 shows that 49 percent of the respondents are male and 51 percent of respondents are Female.

Table 1.3: Educational Qualification of Employees

Category	Number of Respondents				
Qual.	Worker	Supervisor	Office Staff	Total	Percentage
H.Sc	26	-	-	26	44
Diploma	17	5	-	22	37
U.G	-	3	4	7	11
P.G	-	-	5	5	8
Total	43	8	9	60	100

SOURCE: Primary Data

The above table 1.3 shows that 44 percent of the respondents are qualified up to H.Sc., 37 percent of the respondents are qualified up to Diploma, 11 percent of the respondents are qualified up to under graduate and remaining 8 percent are post graduate.

Table 1.4: Experience Level of Employees

Category	Number of Respondents				
Exp.	Worker	Supervisor	Office Staff	Total	Percentage
1-15 years	16	3	4	23	38
6-10 years	27	5	5	37	62
11-15 years	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

The above table 1.4 shows that 38 percent of the respondents have 1-5 years of experience, 62 percent of the respondents have 6-10 years of experience.

Table 4.5: Salary Structure of Employees

Category Salary St.	Number of Respondents				
	Worker	Supervisor	Office Staff	Total	Percentage
Below 3000	43	-	-	43	72
3000-8000	-	6	4	10	16
Above 8000	-	2	5	7	12
Total	43	8	9	60	100

SOURCE: Primary Data

From, the table 1.5, it is seen that 72 percent of respondents fell under the income group of below 3000, 16 percent of respondents fell under the income group of 3000-8000 and 12 percent of respondents are fell under the income group of above 8000.

Table 4.6: Working Hours

Category Opinion	Number of Respondents				
	Worker	Supervisor	Office Staff	Total	Percentage
Agree	4	1	1	6	10
Disagree	39	7	8	54	90
Total	43	8	9	60	100

SOURCE: Primary Data

It is seen from the table 1.6 , 90 percent of respondents are disagree because they are not willing to work, if the working hours increase and 10 percent of respondents are agree to work , if the working hours increase.

Table 1.7: Time For Rest And Recreation

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	43	8	9	60	100
Disagree	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

The table 1.7 clearly depicts that 100 percent of the respondents are agree that they are provided sufficient time for rest and recreation and no one is disagree with this statement.

Table 1.8: Attitude Of Employees

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Good	26	6	3	35	58
Normal	17	2	6	25	42
Tiring	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

This table 1.8 shows that 58 percent of the respondents are feeling good in their attitude towards job and 42 percent of the respondents are feeling normal.

Table 1.9: Employees Involvement in Decision Making

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	12	8	9	29	48
Disagree	31	-	-	31	52
Total	43	8	9	60	100

SOURCE: Primary Data

Regarding involvement in taking decision and new way of doing things, this table 1.9 shows that 48 percent of respondents are agree with this statement and the majority of 52 percent of respondents are disagree with this statement.

Table 1.10: Safety and Welfare Measure

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	43	8	9	60	100
Disagree	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

This table 1.10 explain the opinion of the respondents towards their job safety and welfare measures. Here 100 percent of the respondents are agree with this statement. And it can be

concluded that the employees are highly satisfied with the safety and welfare measures provided by the Textile mill.

Table 1.11: Placement of Problem

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	26	6	9	41	68
Disagree	17	2	-	19	32
Total	43	8	9	60	100

SOURCE: Primary Data

This table 1.11 reveals that nearly 68 percent of respondents agree that they can place their problem in front of superior and 32 percent of respondents disagree with this statement.

Table 1.12: Explanation of Job to Employees

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	43	8	9	60	100
Disagree	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

This above table 1.12 clearly state that 100 percent of the respondents agree that their job roles are clearly explained to them.

Table 1.13: Employees Suggestion

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	27	8	9	44	73
Disagree	16	-	-	16	27
Total	43	8	9	60	100

SOURCE: Primary Data

73 percent of the respondents agree that they are given consideration by their superior and 27 percent of respondents disagree with this statement.

Table 1.14: Information from Superior

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	36	8	9	53	88
Disagree	7	-	-	7	12
Total	43	8	9	60	100

SOURCE: Primary Data

These tables 1.14 explain that 88 percent of the respondents agree that they are informed about all happening in the mill and 12 percent of the respondents disagree with this statement.

Table 1.15: Superior's Feedback

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	32	8	9	49	82
Disagree	11	-	-	11	18
Total	43	8	9	60	100

SOURCE: Primary Data

From the table 1.15 it is very clear that 82 percent of the respondents agree that their superior give them feedback on their job and 18 percent of the respondents disagree with this statement.

Table 1.16: Supervision of Department

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Agree	25	8	9	42	70
Disagree	18	-	-	18	30
Total	43	8	9	60	100

SOURCE: Primary Data

From the table 1.16 it is very clear that 70 percent of the respondents agree that they satisfied with supervision of their department and 30 percent of the respondents disagree with this statement.

Table 1.17: Type of Promotion

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Experience	16	5	2	23	38
Qualification	2	-	3	5	8
Performance	16	2	-	18	30
All the above	9	1	4	14	24
Total	43	8	9	60	100

SOURCE: Primary Data

From the table 1.17 it is very clear that 38 percent of the respondents feel that promotion is based on experience only, 30 percent of the respondents feel that promotion is based on performance only, 24 percent of the respondents feel that it is based on all the three and at last 8 percent of the respondents feel that it is based on qualification only.

Table 1.18: Attitude of Colleagues

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Friendly	15	4	6	25	42
Formal	28	4	3	35	58
Indifferent	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

The table 1.18 depicts the opinion about the colleague's attitude towards employees. Here 58 percent are formal and 42 percent are friendly.

Table 1.19: Level of Communication

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Always	33	6	9	48	80
Rarely	10	2	-	12	20
Never	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

The above table 1.19 shows that 80 percent of the respondents are always communicate with the branch manager and only 20 percent of the respondents are rarely communicate to their manager.

Table 1.20: Level of Satisfaction

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Higher satisfied	35	6	6	47	78
Satisfied	8	2	3	13	22
Dissatisfied	-	-	-	-	-
Total	43	8	9	60	100

SOURCE: Primary Data

Here 78 percent of the respondents are highly satisfied with over all aspect of the Organisation, 22 percent of the respondents are satisfied with over all aspect of the Organisation and it should be noted that no one is dissatisfied with this Organisation.

Table 1.21: Over all Job Satisfaction

Category	Number of Respondents				
Opinion	Worker	Supervisor	Office Staff	Total	Percentage
Salary	23	3	3	29	48
Job content	-	-	1	1	2
Career growth	-	-	1	1	2
Responsibility Given to me	8	2	3	13	21
All the above	12	3	1	16	27
Total	43	8	9	60	100

SOURCE: Primary Data

From the table 1.21 it is clear that 48 percent of the respondents have job satisfaction with their salary, 27 percent of the respondents satisfied with all the four, 21 percent of the respondents satisfied with responsibilities given to them and at last 2 percent of respondents have job satisfaction because of job content and career growth.

Analysis of Association between job related variables and quality of work life

Hypothesis

Ho: There is no significant difference between jobs related variables and organizational climate.

H₁: There is significant difference between jobs related variables and organizational climate.

Table-2: Chi-Square Test for Job related Variables.

Sl.No	Variables	Chi-Square Value	Table value	Significant/ Non Significant
1	Fair Pay	27.82	12.8	Significant
2	Job Securities	52.82	10.5	Significant
3	Employee Benefits	58.56	12.8	Significant
4	Flexible work schedules	17.36	10.5	Significant
5	Opportunities for growth	107.76	12.8	Significant
6	Health & Safety	34.58	10.5	Significant
7	Empowerment	42.00	12.8	Significant

Source: Primary Data

In the above table all variables were found to be significant ($p<.05$), hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

Table 3: Attitude of TNPL Employees about their Quality of Work life

Sl.No	Satisfaction Elements of QWL	Satisfied	Unsatisfied	Total
1	Occupational health and safety at work	73	27	100
2	Support to employees by intermediate managers/ supervisors	52	48	100
3	Support from co-workers	82	18	100
4	Monetary Compensation	23	77	100

5	Type of work they did	64	36	100
6	Trust to Senior management	59	41	100
7	Balance between work and family	18	82	100
8	Stress experienced at work	29	71	100
9	Career Prospect	25	75	100
10	Decision making freedom	44	56	100

Source: Primary Data

It is inferred that Table 3, Attitude of TNPL Employees about their Quality of work life are satisfied the following factors viz., occupational health and safety work, support from co-workers, type of work they did and trust to senior management and remaining factors are unsatisfactory of the work life of the environment.

FINDINGS:

1. 44% of the respondents are Higher Secondary, 37% respondents are Diploma holders and 18% of the respondents are graduates.

2. 90% of the employees are not willing to work if the working hours in a day increase.

3. 100% of the employees agree that they are provided sufficient time for test and recreation.

4. 48% of the employees agree that they are given adequate freedom to express new ideas and take decisions.

5. 100% of the employees are highly satisfied with the safety and welfare measure provided by the mill.

6. 68% of the employees agree that they can place their problem in front of the superior.

7. 100% of the employees agree that their job roles are clearly explained to them.

8. 73% of the employees are satisfied because their suggestions are given consideration by the top management.

9. 82% of the employees are agreeing that they are given feedback about their work performance.

10. 38% of the employees prefer promotion based on experience.

11. 80% of the employees agree that they have frequent communication with their branch manager.

12. 78% of the employees have high satisfaction with over all aspect of organization.

13. Only 48% of the employees have job satisfaction by the way of salary.

14. It is found to be significant ($p<.05$), hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

15. The attitude of TNPL Employees about their Quality of work life are satisfied the following factors viz., occupational health and safety work, support from co-workers, type of work they did and trust to senior management and remaining factors are unsatisfactory of the work life of the environment.

Recommendations:

1) Employees have to give more chances and adequate freedom to express their ideas in doing work and take decision.

2) Employees need proper counseling for their grievances then only they can able to work better without any mistakes.

3) Employees expect more liberal and frequent chances of promotion, Better facilities for Promotion must be available for the staff so that they will work more enthusiastically. The police of promotion must be made more transparent and the staff must be aware of it.

4) Expansion of the company is necessary and the organization should adapt change that is healthy and viable, for the betterment of the management and the staff. The proprietor should plug into risky but profitable ventures for the benefit of the staff and others concerned. Change is the sign of growth and the company should embrace it cautiously.

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5) As it was found in the study that there is significant association between QWL and job related variables thus suggesting that institutions should consider the importance of above mentioned variables and try to increase the level of extent of actual dimensions with regard to the capabilities of individuals.

6) Further it is suggesting that institutions should try to minimize the gap between their actual dimensions and expected one so that the dissatisfaction level of faculties can be controlled.

7) It was found in the present investigation that employees have given critical responses towards various statements thus suggesting that organizations should try to understand the employees' priority level and they show reluctance behavior which leads to them towards dissatisfaction level.

8) Further suggesting that institutions should not pressurize for extra work load so that it does not become hindrance in their forth coming work and affects the future development of work.

9) Superior officers and the managers should try to create friendly relations with their subordinates so as to motivate the performance of the employees and workmen

10) Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels.

11) More recreational facilities and welfare measures should be provided by the company to reduce work stress and to enhance the satisfaction of their working environment.

CONCLUSION:

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. On the whole, Organisation Climate and job satisfaction level of employees in TNPL Ltd, the respondents have stated that they are very much satisfied with the safety and welfare measures, Time for rest and recreation, feedback given by supervisor, totally they have over all satisfaction with the organization. As the human relations management in this company is excellent, the workers remain hand workings, loyal and participative. The management guaranteed of a competent and co-operative workforce which is an asset to this company under study.
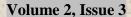
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