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Organisation climate and job satisfaction: A study in Action Ispat and Power Limited Jharsuguda (Odisha)

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ABSTRACT

The purpose of this study is to analyze the importance and impact of different organizational climate dimensions in terms of employee's satisfaction, employee motivation and performance in Action Ispat and Power (P) Ltd Jharsuguda of Odisha. The research on the effect of organizational climate on job satisfaction in Steel and Power companies in Odisha is essential, notably in terms of specific business environment which dwells in a transition era under complicated political and economic systems. The result of the study shows that there exists a significant relationship between organizational climate and job satisfaction among employees. The findings also revealed that job satisfaction under different categories of employees does not differ. The analysis and tests also revealed that there is no significant difference between organizational culture and the general health of the employees. The satisfaction level of employees on factors actors like opportunity for personal development and growth , participation in decision making , flexibility and freedom of job , relationship with colleagues, employer-employee relationship, measures for increasing morale , attitude of superiors, support from superiors ,cooperation from subordinates, staff strength, chance of attunement of goals and ambitions and communication system and flow of information in the organizations are at the positive side. This paper presents the comprehensive diagnosis of organizational climate and job satisfaction indices of Steel and Power business, the factors causing the dissatisfaction and suggestions to improve them

Keywords— *Organizational climate, Job satisfaction, Motivation, Employment, Efficiency*

1. INTRODUCTION

In today's competitive and dynamic environment, the ultimate development and survival of a company depends on the knowledge, skills and capabilities of its employees irrespective of directing those skills and knowledge towards reaching company's goals. A satisfied employee will be dedicated to his work, demonstrate creativity in meeting the needs and wishes of company's customers. Therefore in today's global competition, almost all companies seek the opportunity to increase their employee's commitment towards achieving company's objectives. Employee satisfaction and motivation represent the main principles of contemporary human resources management, since only through quality motivation systems a company can increase its competitive advantage and value. The modern motivational scheme needs to be introduced for utmost employee satisfaction and increase their performance. This study asks how organizational climate can contribute to the increase in employee job satisfaction, motivation and work commitment. In the study the key dimensions of the organizational climate form the basis for the empirical research on employee's satisfaction in Steel and Power Company at Jharsuguda, Odisha. Finally, the study concludes with the analysis of basic theoretical and empirical researches, as well as recommendations for measuring, analyzing and managing the organizational climate with the aim of increasing employee satisfaction or creating a positive climate for higher motivation levels, which, in turn, contribute to sustainable competitive advantages of a company.

2. LITERATURE REVIEW

Organizational climate and Culture as Intangible Motivation Strategies not only influence individual behavior in the workplace but also, includes development and application of various motivation strategies used to reach individual and business goals. Motivation can be through material compensation and non-material stimulation to employees. Material compensation is a relatively complex system of different motivation forms directed at assuring and improving employees' financial situation. While non-material stimulation aims at meeting employees' needs; here the reasoning is that the more of employees' needs are met, the bigger their motivation will be. Thus, with the aim of creating comprehensive motivation systems, companies can opt for the organizational culture, job design, management style, employee inclusion, flexible working hours, awards, performance reviews, staff training, career development plans, just to name a few (Rahimić, 2010). Company culture is based on common beliefs, which

significantly influence the process of thinking and acting, as well as employees' feelings; it also shows what a typical company really is, and is used by management and their associates as a sort of a mental map. Although, there is no single definition of culture, the analysis of many different definitions demonstrates several similarities. For example, according to Kroeber *et al.* (1952, p. 155) culture is "the configuration of learned behaviour"; Pettigrew (1979, p. 574) "Culture is the system of such publicly and collectively accepted meanings operating for a given group at a given time" and according to Schein (1983, p. 14) "Organizational culture, then, is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration – a pattern of assumptions that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Armstrong (1990) outlines three basic elements of organizational culture, including: organizational values, organizational climate and management style. In simple terms, organizational climate can be considered as an integral part of the working milieu, which, in turn, is the consequence of organizational culture (manifestation of values, norms, opinions and beliefs, customs and rituals, language and symbols) (Buble, 2010, p. 208). "Climate is the sum of the effects of culture as perceived by the individual" (Gray, 2001, p. 105). "Organizational climate has been defined as employees´ perceptions of the events, practices, and procedures and the kinds of behaviors that are rewarded, supported and expected. Organizational climate therefore deals with the perceptions of employees regarding important work-related aspects of the organizations values. Organizational climate has been demonstrated to have a strong influence on individual and group behavior within an organization" (Wei and Morgan, 2004, p. 378). Two basic approaches to the definition of organizational climate exist: the objective and the realist approach which argue that, objectively, climate exists as part of organizational reality, and that subjectively climate is defined according to individual perception of organization's members, which are, in turn, influenced by the effects of organization's characteristics and individuals. Previous research on organizational climate describes it as an objective characteristic of an organization (James and Jones, 1974, Forehand and Gilmer, 1964), while modern-day studies define it as a set of opinions, feelings and behaviors which characterize each company (Schneider and Hall, 1972; James and Sells, 1981). Organizational climate has a long history in the field of industrial and organizational psychology. It was in the 1920s, as part of the Human Relations movement, that programs for maintaining good interpersonal relationships and creating positive working climate were created. Organizational climate was first mentioned in 1939 (Lewin, Leppitt and White), while organizational climate is mentioned in Petigrew's article from 1979. Many scientists and consultants researched the concept of organizational culture, notably during the time of hardships, when companies confronted external crisis or made management errors. During the economic crisis in the mid-1970s and the beginning of 1980s, many published works made a connection between the cultural aspects of a company and its success. During this period, Western companies were surmounted by ambitious Japanese competitors, who introduced new production methods. Moreover, their unusual company culture continued to set new productivity records. McKinsey consultants, Tom Peters and Robert Waterman, did an intensive research on Japanese challenges. During the 1970s, these researches resulted in the establishment of the so called "7-S Model". The central variables of the "7-S Model" were precisely the common values of two distinct company cultures (Peters and Waterman, 2000). The differences between American and Japanese company cultures were also studied by an American management professor, William G. Ouchi. He published his research results in 1981, in a book entitled "Theory Z: How American Management Can Meet the Japanese Challenge?" An important scientific contribution on the subject was also made by a Dutch scientist, Geert Hofstede. At the beginning of 1980s he published the results of his research conducted between 1967 and 1978 at the IBM. The research included 116.000 associates and managers on all levels. Hofstede showed that there are national and regional cultural groups which influence managers' behavior, as well as the entire process of company organization and management. According to Hofstede, the values that form the basis of a particular culture remain invisible and unknown. Organizational psychologist Edgar Schein of the Massachusetts Institute of Technology shares Hofstede's opinion. He divides company culture into three different levels: artifacts (that is visible processes and structure), values and understandings. In his works published between 2003 and 2006 he shows that company rituals, logos and trademarks are visible and easy to change. At the beginning of 2000s, Schein's model was expanded by Sonja Sackmann, a Professor of organizational psychology from Munich by establishing additional categories: behavioral norms and values (accepted and demonstrated). It is exactly these behavioral norms, values and understandings that significantly determine the type of communication, problem solving, decision-making, conflict management, learning processes and motivation (Leitl and Sackmann, 2010). Taking into account the definition and characteristics of organizational climate, one can say that organizational climate, directly or indirectly, influences productivity, innovation and employee satisfaction.

3. OBJECTIVE OF THE STUDY

The objectives of the study are as follows:

- To measure the extent of Job satisfaction among different categories of employees.
- Is there a relationship between organization climate and job satisfaction among employees?.
- To Access the Relationship between Organisational Climate and General Health of employees.

4. HYPOTHESES OF THE STUDY

The following hypotheses will be formulated and tested as part of the study:

Hypothesis 1: **H_{01}:** There exists no relationship between organizational climate and job satisfaction among employees;
H_{a1}: There exists a relationship between organizational climate and job satisfaction among employees;

Hypothesis 2: **H_{o2}:** Job satisfaction among different categories of employees differs.
H_{a2}: Job satisfaction among different categories of employees does not differ.

Hypothesis 3: **H_{o3}:** There is a significant difference between organizational climate and general health of the employees;
H_{a3}: There is no significant difference between organizational climate and general health of the employee

5. METHODOLOGY

A descriptive research design with survey method is applied in the study. Both the primary and the secondary data is used for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites. A Questionnaire was designed to collect primary data. Action Ispat and Power (P) Ltd., Jharsuguda was selected to collect primary data and the researcher visited the industry to talk informally with respondents for collecting information regarding job and organization culture satisfaction.

5.1 Sample and procedure

Sample size of total 200 employees has been taken into consideration for this study. Questionnaire was circulated to 225 employees out of whom only 218 employees responded out of which 18 employee's responses were inadequate. Therefore 200 employees' responses were found significant and so sample size of 200 employees are taken for this study.

5.2 Data analysis (primary)

The survey data set was analyzed using the Statistical Package for Social Sciences (SPSS) 23.0 and Analysis of Moment Structure (AMOS) 21.0 for Windows. The data set was checked for coding errors and logical inconsistencies. Frequencies, Mean, Standard Deviation (SD), factor analysis, SEM and Multiple Regression with t-test, ANOVA (F-test) were generated to understand the responses to the key questions. The analysis of data is as follows:

5.2.1 Part: data analysis (Action Ispat and Power (P) LTD.)

Table 1: Reliability analysis (level of satisfaction relating to job in AIPL)

SL	Particulars	Mean	SD	Cronbach's Alpha	N	Cronbach's Alpha	No. of Items
JS1	Salary	4.43	0.182	0.895	200		
JS2	Financial Incentives	4.51	0.129	0.879	200		
JS3	Promotion Policy	3.90	0.180	0.887	200		
JS4	Leave Policy	4.86	0.101	0.813	200		
JS5	Rest Time	4.88	0.195	0.824	200		
JS6	Transfer Policy	3.94	0.140	0.887	200		
JS7	Training and Development Programme	3.62	0.131	0.887	200		
JS8	Authority Valuation	3.90	0.177	0.801	200	0.869	15
JS9	Job Security Level	2.40	0.190	0.845	200		
JS10	Amount and Nature of Allotted Work	4.56	0.134	0.898	200		
JS11	Grievance Settlement Ways	3.87	0.157	0.805	200		
JS12	Subordinate Controlling Authority	3.93	0.110	0.817	200		
JS13	Performance Feedback	4.04	0.153	0.896	200		
JS14	Job Responsibility	4.58	0.171	0.812	200		
JS15	Technological Upgradation	3.92	0.117	0.898	200		

Source: *developed from the survey data*

According to Sekaran (2003), reliabilities with less than 0.6 are deemed poor while those in the range of 0.70 ranges are acceptable, and those above 0.80 considered good. As shown in table 5.9 alpha value of all the associated variables are ranging above 0.80 which is considered as acceptable.

5.2.2 Factor Analysis (Level of Satisfaction relating to job)

Analysis of internal homogeneity of the items by factor Analysis (Level of Satisfaction relating to job): The factor analysis was applied to fifteen variables related to level of satisfaction of the AIPL employees relating to job. The KMO value of factor analysis is 0.832 which indicates that factor analysis is reliable to be done for these 15 variables which is also cross validated by significant value of Bartlett's test of sphericity that is 0.000.

Table 2: Factor Analysis (KMO and Bartlett's Test)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.832
Bartlett's Test of Sphericity	Approx. Chi-Square	816.902
	df	105
	Sig.	.000

Source: developed from the survey data

Kaiser (1974) recommends accepting values greater than 0.5 as acceptable (values below this should lead to either collect more data or rethink which variable to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb. For these data the value is 0.832, which falls into range being great. So, we should be confident that factor analysis is appropriate for these data.

Table 3: Factor Analysis (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.19	34.572	34.572	5.19	34.572	34.572	2.79	18.609	18.609
2	1.43	9.587	44.159	1.44	9.587	44.159	2.71	18.054	36.662
3	1.21	8.064	52.224	1.21	8.064	52.224	1.84	12.232	48.894
4	1.02	6.776	58.999	1.02	6.776	58.999	1.52	10.105	58.999
5	.939	6.260	65.259						
6	.820	5.466	70.725						
7	.794	5.291	76.016						
8	.687	4.582	80.598						
9	.543	3.622	84.220						
10	.510	3.397	87.618						
11	.463	3.088	90.705						
12	.445	2.967	93.672						
13	.389	2.595	96.266						
14	.291	1.942	98.208						
15	.269	1.792	100.000						

Extraction Method: Principal Component Analysis.
Source: Developed from the survey data.

The factor analysis was done for all the 15 variables. All these variables are reduced to four different factors which explained around 58.99% of the total variance. The first factor with their loading pattern indicates that a general factor is running throughout all the items explaining about 18.609% per cent of the variance. The second factor explains about 18.054 %, third factor 12.232% and fourth factor 10.105% of the total variance. The entire four factors explain about 58.99% of the total Variance.

Table 4: Factor Analysis (Rotated Component Matrix)

SL.	Particulars	Component			
		1	2	3	4
JS1	Salary	0.635			
JS2	Financial Incentives	0.682			
JS3	Promotion Policy	0.724			
JS4	Leave Policy	0.812			
JS5	Rest Time			0.661	
JS6	Transfer Policy		0.670		
JS7	Training and Development Programme		0.680		
JS8	Authority Valuation		0.781		
JS9	Job Security Level				0.895
JS10	Amount and Nature of Allotted Work			0.608	
JS11	Grievance Settlement Ways				0.582
JS12	Subordinate Controlling Authority		0.561		
JS13	Performance Feedback		0.540		
JS14	Job Responsibility			0.754	
JS15	Technological Upgradation	0.627			

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.
Source: *Developed from the survey data*

All the 15 variables are reduced to 4 factors. We have extracted the factors through varimax method and through principal component analysis where the Eigen value should be greater than 1. Variable 1, 2, 3, 4 and 15 constitute factor 1 with new name as salary and other benefits of the AIPL employees. Similarly, variable 6, 7, 8, 12 and 13 defined as factor 2 with new name as overall development of employees. Variable 5, 10 and 14 constitute factor 3 named as health and welfare measures. Variable 9 and 11 constitute factor 4 named as Job security and decentralization of powers.

Table 5: New Factors named (level of Job Satisfaction in AIPL)

Factors	Variables	New Name
Factor 1 (F1)	JS1, JS2, JS3, JS4 and JS15	Salary and benefits
Factor 2 (F2)	JS6, JS7, JS8, JS12 and JS13	Overall development of employees
Factor 3 (F3)	JS5, JS10 and JS14	Health and Welfare measures
Factor 4 (F4)	JS9 and JS11	Job Security and de-centralisation of powers

Source: *developed from the survey data*

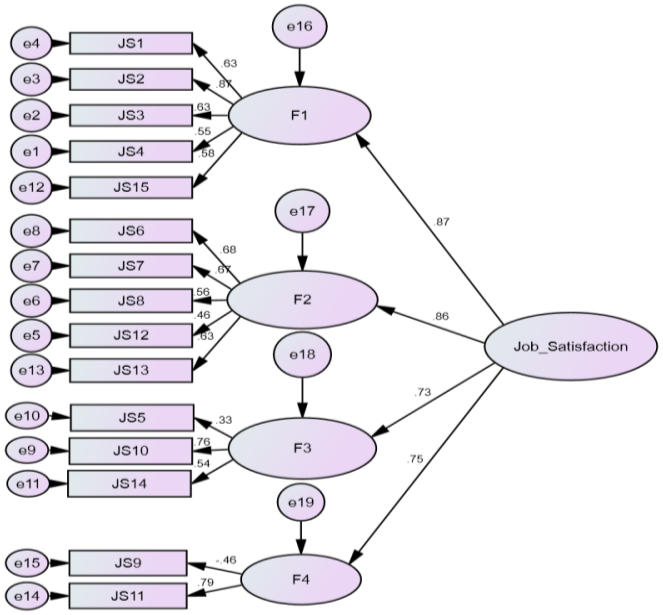

Fig. 1: SEM of Job Satisfaction (AIPL)

Source: developed from the survey data

JS1:Salary, JS2:Financial Incentives, JS3:Promotion Policy, JS4:Leave Policy, JS5:Rest Time, JS6:Transfer Policy, JS7:Training and Development Programme, JS8:Authority Valuation, JS9:Job Security Level, JS10:Amount and Nature of Allotted Work,

JS11: Grievance Settlement Ways, JS12: Subordinate Controlling Authority, JS13: Performance Feedback, JS14: Job Responsibility, JS15: Technological Up gradation

F1: Salary and benefits, F2: Overall development of employees, F3: Health and Welfare measures, F4: Job Security and decentralization of powers and F5: Source: developed from the research analysis

Table 6: SEM results of Employees level of job Satisfaction

Particulars	CFI	RMSEA	GFI	NFI
Chi-square = 166.880	0.909	0.074	0.910	0.914
Degrees of freedom = 86	RMR			
Probability level = 0.00	0.095			

Source: developed from the survey data

For construct adequacy and discriminate validity of the test of experience on level of AIPL employee's job satisfaction, a confirmatory factor analysis through AMOS was used to test whether the observed measures were associated with their respective constructs. The fit of the model was examined and verified, that each indicator loaded significantly with its intended construct. In the model, Chi-square= 166.880, df = 86, p<0.001, CFI= 0.909, GFI= 0.910, NFI= 0.914, RMSEA= 0.074, provided a good fit to the data (Browne and Cudek, 1993; Hu and Bentler, 1999)[1]. Each item loaded significantly with its intended construct, as the significant value is p<.01. All the p value of regression weights was acceptable at a significant level of 0.05.

5.2.3 Regression analysis of variable on employees level of job satisfaction: Regression models are used to predict one variable from one or more other variables. Regression models provide the scientist with a powerful tool, allowing predictions about past, present, or future events to be made with information about past or present events. The purpose of multiple Regressions is to predict a single variable from one or more independent variables.

Table 7: Regression weights of factors towards employees job satisfaction variables (AIPL)

		Particulars	Estimate	S.E.	C.R.	P	Label
F1	<---	Job Satisfaction	0.486	0.091	5.324	***	par_12
F2	<---	Job Satisfaction	0.586	0.127	4.614	***	par_13
F3	<---	Job Satisfaction	0.832	0.147	5.666	***	par_14
F4	<---	Job Satisfaction	1.000				
JS4	<---	F1	1.000				
JS3	<---	F1	2.301	0.370	6.212	***	par_1
JS2	<---	F1	2.329	0.318	7.332	***	par_2
JS1	<---	F1	1.547	0.249	6.218	***	par_3
JS12	<---	F2	1.000				

Particulars			Estimate	S.E.	C.R.	P	Label
JS8	<---	F2	1.552	0.324	4.785	***	par_4
JS7	<---	F2	1.940	0.375	5.172	***	par_5
JS6	<---	F2	2.220	0.428	5.190	***	par_6
JS10	<---	F3	1.000				
JS5	<---	F3	.280	0.081	3.457	***	par_7
JS14	<---	F3	.645	0.127	5.094	***	par_8
JS15	<---	F1	1.679	0.286	5.871	***	par_9
JS13	<---	F2	1.530	0.305	5.021	***	par_10
JS11	<---	F4	1.000				
JS9	<---	F4	-1.189	0.284	-4.184	***	par_11

Source: developed from the survey data

The above table shows the regression weights of factors towards employee's job satisfaction variables through Structural Equation Model (SEM) analysis. The SEM analysis result reveals that all the variables are loaded significantly to Job Satisfaction. Since p-label of the variables and the factors are coming ***.

Table 8: Regression weights of job satisfaction variables (AIPL)

Particulars	Estimate	S.E.	C.R.	P	Label
JS4	4.829	0.033	146.993	***	par_15
JS3	3.836	0.067	57.532	***	par_16
JS2	4.514	0.049	93.021	***	par_17
JS1	4.434	0.045	99.077	***	par_18
JS12	3.920	0.049	80.126	***	par_19
JS8	3.960	0.061	64.516	***	par_20
JS7	3.604	0.065	55.798	***	par_21
JS6	3.920	0.073	53.511	***	par_22
JS10	4.537	0.049	92.344	***	par_23
JS5	4.863	0.032	153.128	***	par_24
JS14	4.543	0.044	102.831	***	par_25
JS15	3.903	0.053	73.719	***	par_26
JS13	4.006	0.055	73.277	***	par_27
JS11	3.834	0.055	69.683	***	par_28
JS9	2.594	0.113	23.036	***	par_29

Source: *developed from the survey data*

The above table shows the regression weights of 15 independent variables towards job satisfaction. All the variables are significant towards the job satisfaction since the p-label (significant) value is coming *** (significant at 1 percent level). Further, the significant weights of the independent variables (job satisfaction) reveals the individual variable contribution towards dependent variable that is job satisfaction. The estimate weight of the variable is coming maximum in JS5: *Rest Time* (4.863), JS4: *Leave Policy* (4.829) and JS14: *Job Responsibility* (4.537), this means these variables contributing maximum towards job satisfaction.

5.3 Employees Satisfaction towards Organisation Climate of Action Ispat and Power (P) LTD.,

5.3.1 Reliability Analysis (Satisfaction towards organization climate): This study uses Cronbach's alpha to test the reliability of the instruments used for the measurement of level of satisfaction towards the organisation of the AIPL employees. The Cronbach's alpha values of each variable are illustrated in Table below:

Table 9: Reliability Analysis (Satisfaction towards organisation)

SL	Particulars	Mean	SD	Cronbach's Alpha	N	Cronbach's Alpha	N of Items
OS1	Opportunity for Development and Growth	4.05	0.132	0.850	200		
OS2	Decision making Participation	3.82	0.101	0.834	200		
OS3	Union Influence	2.72	0.142	0.842	200		
OS4	Flexibility and Freedom of Job	4.05	0.158	0.858	200		
OS5	Relation with Colleagues	4.68	0.156	0.856	200		
OS6	Employer and Employee Relationship	4.79	0.160	0.860	200		
OS7	Moral Increasing Measures	4.41	0.199	0.899	200	***0.835***	***13***
OS8	Attitude of Superiors	4.56	0.132	0.832	200		
OS9	Support from Superiors	4.70	0.161	0.861	200		
OS10	Cooperation of Subordinates	4.94	0.145	0.845	200		
OS11	Staff Strength	4.63	0.155	0.855	200		
OS12	Attainment of goals and Ambitions	3.88	0.106	0.806	200		
OS13	Communication system and flow of Information	3.84	0.145	0.845	200		

Source: developed from the survey data

Table 9 shows that the Cronbach's alpha of the variables related to organisation satisfaction of the employees. According to Sekaran (2003), reliabilities with less than 0.6 are deemed poor while those in the range of 0.70 ranges are acceptable, and those above 0.80 considered good. As shown in table 9 alpha value of all the associated variables are ranging above 0.80 which is considered as acceptable.

5.3.2 Factor Analysis (Level of Satisfaction relating to Organisation Culture)

Analysis of internal homogeneity of the items by factor Analysis (Level of Satisfaction relating to Organisation Culture): The factor analysis was applied to fifteen variables related to **level of satisfaction towards organisation of AIPL employees**. The KMO value of factor analysis is 0.738 which indicates that factor analysis is reliable to be done for these 13 variables which is also cross validated by significant value of Bartlett's test of sphericity that is 0.000.

Table 10: KMO and Bartlett's Test (AIPL)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.738
Bartlett's Test of Sphericity	Approx. Chi-Square	437.454
	df	78
	Sig.	.000

Source: developed from the survey data

Kaiser (1974) recommends accepting values greater than 0.5 as acceptable (values below this should lead to either collect more data or rethink which variable to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb. For these data the value is 0.738, which falls into range being good. So, we should be confident that factor analysis is appropriate for these data.

Table 11: Factor Analysis (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.475	26.728	26.728	3.475	26.728	26.728	2.233	17.176	17.176
2	1.398	10.753	37.481	1.398	10.753	37.481	1.739	13.377	30.553
3	1.233	9.484	46.965	1.233	9.484	46.965	1.635	12.578	43.131
4	1.091	8.390	55.355	1.091	8.390	55.355	1.407	10.822	53.953
5	1.025	7.884	63.238	1.025	7.884	63.238	1.207	9.285	63.238
6	0.904	6.954	70.192						
7	0.858	6.600	76.791						
8	0.679	5.223	82.014						
9	0.583	4.486	86.500						
10	0.551	4.241	90.741						
11	0.435	3.343	94.085						
12	0.403	3.101	97.186						
13	0.366	2.814	100.000						

Extraction Method: Principal Component Analysis.
Source: developed from the survey data

The factor analysis was done for all the 13 variables. All these variables are reduced to five different factors which explained around 63.238% of the total variance. The first factor with their loading pattern indicates that a general factor is running throughout all the items explaining about 17.176% per cent of the variance. The second factor explains about 13.377 %, third factor 12.578%, fourth factor 10.822% and fifth factor 9.285% of the total variance. The entire four factors explain about 63.238% of the total Variance.

Table 12: Factor Analysis (Rotated Component Matrix)

SL.	Particulars	Component				
		1	2	3	4	5
OS1	Opportunity for Development and Growth				0.564	
OS2	Decision making Participation				0.715	
OS3	Union Influence		0.720			
OS4	Flexibility and Freedom of Job					0.406
OS5	Relation with Colleagues		0.695			
OS6	Employer and Employee Relationship			0.787		
OS7	Moral Increasing Measures	0.678				
OS8	Attitude of Superiors	0.752				
OS9	Support from Superiors	0.818				
OS10	Cooperation of Subordinates					0.797
OS11	Staff Strength			0.612		
OS12	Attainment of goals and Ambitions	0.539				
OS13	Communication system and flow of Information		0.696			

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.
Source: developed from the survey data

Table 13: New Factors named (level of Organisation Satisfaction in AIPL)

Factors	Variables	New Name
Factor 1 (F1)	OS7, OS8, OS9 and OS12	Superiors initiative for development of subordinates
Factor 2 (F2)	OS3, OS5 and OS13	Freedom of expression and flow of information
Factor 3 (F3)	OS6 and OS11	Mutual trust and staff strength in the Organisation
Factor 4 (F4)	OS1 and OS2	Opportunity for employees growth and development
Factor 5 (F5)	OS4 and OS10	Leadership style and team spirit

Source: *developed from the survey data*

All the 13 variables are reduced to 5 factors. We have extracted the factors through varimax method and through principal component analysis where the Eigen value should be greater than 1. Variable 7, 8, 9, and 12 constitute factor 1 with new name as superior's initiative for development of subordinates. Similarly, variable 3, 5 and 13 defined as factor 2 with new name as freedom of expression and flow of information. Variable 6 and 11 constitute factor 3 named as mutual trust and staff strength in the organisation. Variable 1 and 2 constitute factor 4 named as opportunity for employees growth and development and variable 4 and 10 constitute factor 5 named as leadership style and team spirit.

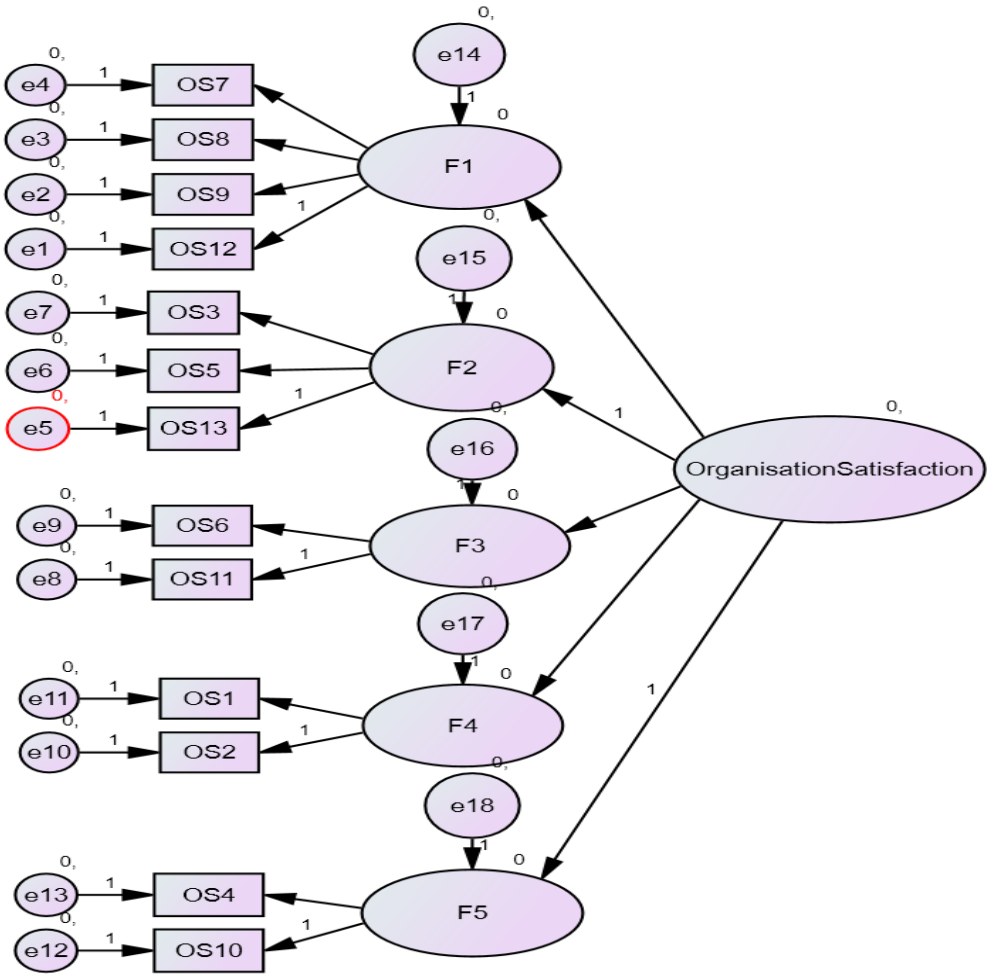

Fig. 2: SEM of Organisation Satisfaction (AIPL)

Source: *developed from the research analysis*

OS1: Opportunity for Development and Growth, OS2: Decision making Participation, OS3: Union Influence, OS4: Flexibility and Freedom of Job, OS5: Relation with Colleagues, OS6: Employer and Employee Relationship, OS7: Moral Increasing Measures,

OS8: Attitude of Superiors,OS9: Support from Superiors, OS10: Cooperation of Subordinates, OS11: Staff Strength, OS12: Attainment of goals and Ambitions, OS13: Communication system and flow of Information.

F1: Superiors initiative for development of subordinates, F2: Freedom of expression and flow of information, F3: Mutual trust and staff strength in the Organisation, F4: Opportunity for employees growth and development, F5: Leadership style and team spirit

Table 14: SEM results of Experience on Satisfaction towards Organisation

Particulars	CFI	RMSEA	GFI	NFI
Chi-square = 121.152	0.956	0.075	0.954	0.941
Degrees of freedom = 61	RMR			
Probability level = 0.00	0.083			

Source: developed from the survey data

For construct adequacy and discriminate validity of the test of experience on satisfaction of AIPL employees relating to organisation, a confirmatory factor analysis through AMOS was used to test whether the observed measures were associated with their respective constructs. The fit of the model was examined and verified, that each indicator loaded significantly with its intended construct. In the model, Chi-square= 121.152, df = 61, p<0.001, CFI= 0.956, GFI= 0.954, NFI= 0.941, RMSEA= 0.075, provided a good fit to the data (Browne and Cudek, 1993; Hu and Bentler, 1999)[2]. Each item loaded significantly with its intended construct, as the significant value is p<.01. All the p value of regression weights was acceptable at a significant level of 0.05.

5.3.3 Regression analysis (Organisation Satisfaction of the Employees)

Regression models are used to predict one variable from one or more other variables. Regression models provide the scientist with a powerful tool, allowing predictions about past, present, or future events to be made with information about past or present events. The purpose of multiple Regressions is to predict a single variable from one or more independent variables.

Table 15: Regression Weights (Organisation Satisfaction of the Employees) (AIPL)

			Estimate	S.E.	C.R.	P	Label
F1	<---	Organisation Satisfaction	1.091	0.267	4.091	***	par_8
F2	<---	Organisation Satisfaction	1.000				
F3	<---	Organisation Satisfaction	1.196	0.263	4.555	***	par_9
F4	<---	Organisation Satisfaction	0.914	0.245	3.727	***	par_10
F5	<---	Organisation Satisfaction	1.000				
OS12	<---	F1	1.000				
OS9	<---	F1	0.588	0.115	5.129	***	par_1
OS8	<---	F1	0.819	0.137	5.983	***	par_2
OS7	<---	F1	1.403	0.218	6.422	***	par_3
OS13	<---	F2	1.000				
OS5	<---	F2	0.698	0.151	4.624	***	par_4
OS3	<---	F2	0.940	0.214	4.387	***	par_5
OS11	<---	F3	1.000				
OS6	<---	F3	0.434	0.112	3.893	***	par_6
OS2	<---	F4	1.000				
OS1	<---	F4	1.174	0.266	4.415	***	par_7
OS10	<---	F5	1.000				
OS4	<---	F5	0.331	0.185	1.791	.073	par_11

Source: *developed from the survey data*

The above table shows the results of regression weights though Structural Equation model (SEM) analysis. The weights of the variables are significantly loaded to variables since the probability value of the independent variables are coming ***.

Table 16: Regression weights of Employees Organisation Satisfaction (AIPL)

Particulars	Estimate	S.E.	C.R.	P	Label
OS12	3.914	0.063	62.427	***	par_12
OS9	4.680	0.041	115.400	***	par_13
OS8	4.583	0.045	102.773	***	par_14
OS7	4.440	0.064	69.825	***	par_15
OS13	3.823	0.055	69.966	***	par_16
OS5	4.629	0.042	111.157	***	par_17
OS3	2.657	0.062	42.808	***	par_18
OS11	4.571	0.048	94.766	***	par_19
OS6	4.777	0.034	142.318	***	par_20
OS2	3.817	0.053	71.764	***	par_21
OS1	3.994	0.048	82.722	***	par_22
OS10	4.910	0.284	17.319	***	par_23
OS4	4.144	0.049	83.861	***	par_24

Source: *developed from the survey data*

The above table shows the regression weights of 13 independent variables towards employee's satisfaction towards organisation. All the variables are significant towards the organisation satisfaction since the p-label (significant) value is coming *** (significant at 1 percent level). Further, the significant weights of the independent variables (organisation satisfaction) reveals the individual variable contribution towards dependent variable that is organisation satisfaction. The estimate weight of the variable is coming maximum in OS10: *Cooperation of Subordinates* (4.910), OS6: *Employer and Employee Relationship* (4.777), and OS4: *Flexibility and Freedom of Job* (4.680) reveals that the variable contributing maximum towards organisation satisfaction.

6. TESTING OF THE OBJECTIVE

6.1 To measure the extent of job satisfaction among different categories of employees

Table 17: Measure the extent of job satisfaction among different categories of employees

Particulars		AIPL				
		Estimate	S.E.	C.R.	P Label	
F1	<-	JS	0.486	0.091	5.324	***
F2	<-	JS	0.586	0.127	4.614	***
F3	<-	JS	0.832	0.147	5.666	***
F4	<-	JS	1			
F1: Salary and benefits, F2: Overall development of employees, F3:Health and Welfare measures, F4: Job Security and decentralisation of powers						

Source: Developed from the research analysis

The above table shows the measurement of extent of job satisfaction among different categories of employees in AIPL.The factors are derived from 15 variables and 4 factors are coming through explorative factor analysis. The factors identified are shown above along with regression coefficients.

In AIPL, all the four factors are significant towards job satisfaction since p value/ label of the independent variables are ***. Out of four factors, 4th factor that is *Job Security and decentralisation of powers are loaded significantly more than other factors and 3rd factor is coming next that is health and welfare measures of AIPL employees.*

6.2 Objective: Relationship between OC and JS among the employees

Table 18: Relationship between Organisational Climate (OC) and Job Satisfaction (JS) among the employees

Particulars	AIPL	
	Frequency	Percent
Very much related	182	91.0
Moderately related	13	6.5
Slightly related	5	2.5
Not at all related	0	0.0
Total	**200**	**100.0**

Source: *developed from the survey data*

The above table shows the relationship between Organizational Climate (OC) with Job Satisfaction (JS) of AIPL. The respondents say it is very much related. The employees of AIPL gave response that Organizational Climate (OC) have a relationship with Job Satisfaction (JS).

6.3. Objective 3: To Assess the Relationship between Organisational Climate and general health of employees;

Table 19: Relationship between Organisational climate (OC) and general health of employee

Particulars	AIPL	
	Frequency	Percent
Not at all affected	179	89.5
Slightly affected	5	2.5
Moderately affected	4	2.0
Very much affected	12	6.0
Total	**200**	**100.0**

Source: Developed from the survey data

The above table shows the relationship between organizational Climate (OC) with general health of the employees in AIPL. The respondents give the responses that it is not at all affected (89.50%). The company employees are agreeing that orgnisational climate does not have affect on general health of the employees.

7. TESTING OF THE HYPOTHESES

The following hypotheses were formulated and tested as part of the study:

7.1 **H_{01}:** *There exists no relationship between organizational climate and job satisfaction among employees;*
H_{a1}: *There exists a relationship between organizational climate and job satisfaction among employees;*

Table 20: Job satisfaction among different categories of employees differs

Designation level in the organisation		AIPL	
		Satisfaction With Job	Total
Staff	Count	83	83
	%	41.5%	41.5%
Executives	Count	70	70
	%	35.0%	35.0%
MGRS	Count	32	32
	%	16.0%	16.0%
AGM and Above	Count	15	15
	%	7.5%	7.5%
Total	**Count**	**200**	**200**
	%	**100.0%**	**100.0%**

Source: Developed from the survey data

The above tables shows the job satisfaction among different categories (Staff, Executives, MGRS, AGM and above) of AIPL employees. The percentage analysis (cross tabulation) reveals that staffs are having more related job satisfaction (41.50%) then coming executives (35.0%). In all the categories there is a different perception about job satisfaction which is clearly represented in the t-test below.

7.2 H_{o2}: Job satisfaction among different categories of employees differs.
H_{a2}: Job satisfaction among different categories of employees does not differ.

Table 21: t-Test: Paired Two Sample for Means

Particulars	Value
Mean	50
Variance	1012.67
Observations	4
Pearson Correlation	0.983
Hypothesized Mean Difference	0
df	3
t Stat	0.072
P(T<=t) one-tail	0.474
t Critical one-tail	2.353
P(T<=t) two-tail	0.947
t Critical two-tail	3.182

Source: Developed from the survey data

The above table shows the paired t-test of job satisfaction of AIPL employees. The p-value of t-test is coming 0.474 (one tail) and 0.947 (two-tail) reveals that it is not coming significant. This reveals that null hypothesis is rejected and alternative hypothesis is accepted that is Job satisfaction among different categories of employees does not differ.

7.3 H_{o3}: There is a significant difference between organizational climate and general health of the employees;
H_{a3}: There is no significant difference between organizational climate and general health of the employee

Table 22: Paired Samples Test between organizational climate and general health of the employees

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	.15500	.55905	.03953	.07705	.23295	3.921	199	.000

Source: Developed from the survey data

The above table shows the difference between *organizational climate and general health of the employees of AIPL*. The p-value (sig) of the paired sample t-test is coming 0.000 that is less than 0.05. This reveals that null hypothesis is accepted that is there is a *significant difference between organizational climate and general health of the employees*.

8. SUGGESTIONS

Opportunities for future study have emerged as a result of this study. Overcoming the limitations of data collection, additional research is required to observe the relationship between job satisfaction and various cofactors and organizational climate. The limitations have contributed to the lack of arriving at the many strongly statistically proven findings and conclusions. For future research the following suggestions are suggested.

(a) It is suggested for future research to use a large sample of more steel and Power Companies with proportionate stratified random sampling.

(b) The research is needed to investigate the correlation between the job satisfaction and organizational climate in Govt. Sector Steel and Power sector industries.
(c) Qualitative research should be conducted regarding the job satisfaction of steel and power sector companies. This will provide in- depth understanding of employees how they view their jobs.

9. RECOMMENDATIONS

Based on this study and factors affecting the organization culture in Steel and Power industry the following recommendations are suggested to the policy makers and managers of the steel and power sector companies.
(a) Encouragement should be given for the formation of unions and recognize them for better negotiation in the steel and Power sector companies.
(b) The opportunity should be provided for the participation in decision making, development of the employees, flexibility and freedom for job.
(c) The morale of the employees should be kept high through proper communication flow of information and providing chances of attunement for goals and ambitions of employees to keep the employees morale high and maintain good organization culture in the steel and power sector industries.

10. CONCLUSION

Employee job satisfaction and organization culture boosts the morale of the employees and increases the interest, responsibility, dedication, and sincerity in the job and improves the quality of work. To keep workforce motivated and satisfied employers use to provide different kind of facilities and comforts. This study tested the factors affecting organization culture in Action Ispat and Power (P) Ltd., Jharsuguda he results suggest that the factors had satisfactorily explained organization culture and managers should focus on the factors affecting the organization culture. Based on the results for standardized values we can see that the relationship with colleagues, Employer employee relationship, attitude and support of superiors , staff strength and cooperation from subordinates , opportunity for personal development, participation in decision making , and measures for increasing the morale are key factors affecting steel and Power sector companies culture . Money is a good motivator actually all employees work for money to fulfill their day to day needs. A good salary and good compensations are key factors in satisfying the employees and by increasing salaries of employees an organization can increase the service quality and organizational performance. The factors efficiency in work, fringe benefits, policies like leave, rest time, transfer and training and development, job responsibility, job security, valuation of employee efforts by authority, amount and nature of work allotted, grievance settling ways, formal authority and power to control subordinates, feedback about employee performance and technological up-gradation are the most important factors and have significant influence on culture and job satisfaction in steel and power sector companies.

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APPENDIX

Sample No	

Confidential

Organisational climate and job satisfaction: A study of action ISPAT and Power (p) Limited, Jharsuguda Odisha

Name: Designation: Dept:
Gender: Male /Female Gross Salary: Length of service: Marital Status: Married /Un Married
Qualification: Proficiency in Computer: Good/Poor/Satisfactory No of Employees reporting to you:
General Health: Very Good / Good /Poor/ Satisfactory
Q1. Are You satisfied with your job/ (Yes /NO) Q.2. Does your health is affected by O.C (VMA/MRA/NAA)?
Q3. DO You have any life disorder/ (Yes/NO) Q4. Are you suffering from any disease.(Yes/No)

Rate you level of satisfaction on the following factors relating to your job	**Very Much satisfied**	**Somewhat satisfy**	**Neither satisfied Nor Dissatisfied**	**Somewhat dissatisfy**	**Very much dissatisfied**
Salary					
Other financial incentives v.i.z. HR,LTA, Conveyance, Telephone, low interest loans and advance					
Promotion policy					
Leave policy					
Rest Time					
Transfer policy					
Training and Development programme					
Valuation of your efforts by authority					
Job security level					
Amount and nature of work allotted					
The way grievance are settled					
Formal authority and power to control subordinate.					
Feedback about your performance					
Job responsibility					
Technological up gradation					
Rate you level of satisfaction on the following factors in your organization.	**Very Much satisfied**	**Somewhat satisfy**	**Neither satisfied Nor Dissatisfied**	**Somewhat dissatisfy**	**Very much dissatisfied**
Opportunity for personal development and growth					
Participation in decision making					
Influence of union					
Flexibility and freedom of job					
Relationship with colleagues					
Employer, Employee relationship					
Measures for increasing morel					
Attitude of superiors					
Support from superiors					
Cooperation from subordinates					
Staff strength					
Chance of attunement of goals and ambitions					
Communication system and flow of information.					

