



THE RELATIONSHIP AMONG ORGANISATIONAL CLIMATE, JOB SATISFACTION AND HAPPINESS OF THE EMPLOYEES OF EDUCATIONAL INSTITUTIONS

¹Dr. Santosh Meena, ²Ms. Mahima Agarwal

¹Assistant Professor, ²Student (M.A.)

Department of Psychology, Banasthali Vidyapith, Rajasthan, India

Abstract: The organisations in the 21st century are faced with more challenges than ever before. These challenges are not unique to any specific organisation or industry, but affect all organisations, regardless of their structure and size. Organisational climate or environment of a workplace is one of the factors that explicitly or implicitly influence the level of performance of its employees, their level of job satisfaction and thus their happiness level. To understand the relation among organisational climate, job satisfaction and happiness, this study is being conducted. Organisational climate is a set of measurable properties of the work environment that is perceived directly or indirectly by the people who influence their motivation and behaviour. Job satisfaction can be defined as the attitude or feeling that one has about one's job that is either positive or negative. Happiness is a state of well-being characterized by emotions ranging from contentment to intense joy. This study was conducted on a sample of 90 employees (45 males, 45 female) of different educational institutions. The tools- organisational climate inventory (Chattopadhyay & Agarwal, 1976), job satisfaction scale (Singh & Sharma, 1984) and the happiness measure scale (Fordyce, 1988) were used for the study. The data was analysed using correlational design and t-test. It was found in the study that there is positive correlation between organisational climate and job satisfaction, and organisational climate and happiness. It is also found that job satisfaction and happiness are negatively correlated to each other. Organisational climate of males and females is found to be significantly different and there is insignificant difference in job satisfaction and happiness of males and females.

I. Introduction

These days' people are more inclined towards their profession. They prefer working in a comfortable environment and want to attain maximum satisfaction with the job they pursue. And this might affect their level of happiness.

Organisations that are able to create environments that employees perceive to be benign and in which they are able to achieve their full potential are regarded as a key source of competitive advantage. Organisational climate can therefore be considered a key variable in successful organisations.

One of the earliest and most widely accepted definitions of organisational climate is that organisational climate is a set of characteristics that describes an organisation, distinguishes it from other organisations, is relatively enduring over time and can influence the behaviour of people in it. (James & Jones, 1974; Johansson, 1973; Moran & Volkwein, 1992; Woodman & King, 1978).

According to Gray (2007), a supportive work environment is related to employees' performance. He argues that a positive environment will result in motivated employees who enjoy their work. It therefore comes as no surprise that work climate is an excellent predictor of organisational and employee performance.

According to Gruneberg (1979), the popularity of job satisfaction stems from the fact that it affects so many people as most of their time is spent at work. Job satisfaction can be defined as the attitude or feeling that one has about one's job that is either positive or negative. Hence someone who has a high level of job satisfaction will have a positive feeling about his/her job, while someone who is dissatisfied will have negative feelings.

Tenure refers to the number of years an employee has spent working (Oshagbemi, 2003). According to Bedeian, Ferris and Kacmar (1992) tenure and job satisfaction is positively related. Organisational variables are believed to have a moderating influence on the satisfaction-performance relationship, the most important being rewards. If individuals receive rewards for good performance and these rewards are considered equitable for the work done, the individual is likely to be satisfied, which is likely to result in improved performance (Luthans, 2005).

It should be noted, however, that when the job satisfaction-job performance relationship is considered from an organisational perspective, it appears that those organisations with more satisfied employees are generally more effective than those with less satisfied employees (Luthans, 2005 & Robbins, S. P., Odendaal, A. & Roodt, G.,

2003). According to these authors, the reason for this is that studies have focused on the individual and not the organisation and as a result, complex work processes and interactions have not been taken into account. Locke (1976) found increased job satisfaction to be associated with lower levels of turnover and higher levels of morale and productivity. Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990, p. 303) in their considerable research indicated that organizational climate is associated with job satisfaction. Litwin and Stringer (1968) concluded that climates which result in “high job satisfaction create (a) the arousal of some positive motivational tendency, (b) attitudes appropriate to (and opportunities for) motivated behavior, and (c) appropriate reward for such behavior” (p.138). Spector (1997) states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, Luthans (2002) mentions that employees with high levels of job satisfaction tend to experience better mental and physical health.

Happiness is a key component of wellbeing but there is little consensus on its definition or cause. Happiness is defined by Argyle (1997) as a positive inner experience. Happiness is very much a subjective construct. There are two broad concepts of happiness; hedonic and eudaimonic. The hedonic concept focuses on subjective well-being and is defined as more positive effect, less negative effect, and greater life satisfaction (Diener & Lucas, 1999); in contrast the eudaimonic concept focuses on psychological well-being and is defined as meaningfulness (McGregor & Little, 1998).

Blanchflower and Oswald (2004) found that happiness was “U-shaped in age,” with well-being reaching “a minimum, other things held constant, around the age of 40”. Helliwell and Putnam (2004) claim that there is “no strong and straightforward” relationship between gender and subjective well-being. They did find that men reported slightly higher levels of life satisfaction than women, and that “a gender effect sometimes arises and sometimes does not, depending on the specification of the model” (p. 1440). Thus, they hint that there may be a complex relationship between gender and subjective well-being and gender, possibly moderated by other variables.

II. Objectives

- To examine the correlation among organisational climate, job satisfaction and happiness.
- To find out difference in organisational climate, job satisfaction and happiness in males and females.

III. Hypotheses

- Organisational climate would be positively correlated to job satisfaction and happiness.
- There would be a positive correlation between job satisfaction and happiness.
- Organisational climate of males would be significantly different from the organisational climate of females.
- There would be significant difference in job satisfaction of male and female.
- Happiness of male and happiness of female would have significant difference between each other.

IV. Methodology

Sample: The research was conducted on a sample of 90 (45 Males, 45 Females), age ranging from 25 to 60 years, teaching and non-teaching staff members from various educational institutions- Banasthali University (Rajasthan), Poddar Senior Secondary School (Jaipur), Rukmini Devi Public School (Delhi), Delhi Kannada School (Delhi) and B.I.T. (Meerut).

Tools Employed: The materials required for this research included three different assessments

- Organisational Climate Inventory (OCI-B): developed by Chattopadhyay and Agarwal (1976). It is a 70 item inventory. The validity of the inventory is .001 and the reliability is .89.
- Job Satisfaction Scale: developed by Singh and Sharma (1984). It is a 30 statement scale. The reliability is 0.97 and validity is 0.81.
- The Happiness Measures: developed by Fordyce (1988) with the test retest reliability of 0.85 and validity as 0.70.

Procedure

After the grant of permission to collect data from the above mentioned institutions the questionnaires were given to the subjects. Participants were given the instructions before handing over the questionnaires. Data was analysed in terms of t-ratio and coefficients of correlation in accordance with the objectives.

V. Results

TABLE1. CORRELATION BETWEEN VARIABLES

VARIABLES	PEARSON CORRELATION	SIGNIFICANCE
Organisational climate & job satisfaction	.56	.00
Organisational climate & happiness	.00	.99
Job satisfaction & happiness	-.02	.85

TABLE1 gives a glance to the correlation among three variables- organisational climate, job satisfaction and happiness. There is positive and significant correlation between organisational climate and job satisfaction

($t(88) = 0.56$, $p < 0.01$), and the correlation between organisational climate and happiness is found positive but insignificant ($t(88) = 0$, $p > 0.05$). Table also reveals that job satisfaction and happiness have negative and insignificant correlation with each other ($t(88) = -0.02$, $p > 0.05$).

TABLE 2. T-VALUE OF MALES AND FEMALES

VARIABLES	MEAN	T	DF	SIGNIFICANCE
Organisational climate	Male= 240.22 Female= 215.44	3.33	88	.00
Job satisfaction	Male= 74.96 Female= 70.04	1.95	88	.05
Happiness	Male= 36.53 Female= 39.78	0.46	88	.65

TABLE 2 indicates that there is highly significant difference between the organisational climate of male and organisational climate of female. ($t(88) = 3.33$, $p < .01$). According to the table, the average scores of males for organisational climate are 240.22 and that of females for organisational climate are 215.44. Hence, males have better organisational climate than females. It is also shown in the table that there is insignificant difference between the two- job satisfaction of male and job satisfaction of female. ($t(88) = 1.95$, $p > .05$). According to the table, the average scores of males for job satisfaction are 74.96 and that of females for job satisfaction are 70.04. Hence males are more satisfied with their job than females. Table also shows insignificant difference between the two- happiness of male and happiness of female. ($t(88) = -.46$, $p > .05$) The average scores of males for happiness are 36.53 and females for happiness are 39.78. It is evident that females are happier than males.

VI. DISCUSSION

The present study is aimed at exploring the relation among organisational climate, job satisfaction and happiness of the employees of educational institutions.

On the basis of literature review it was hypothesized that organisational climate would be positively correlated to job satisfaction and happiness (as shown in Table 1) and results partially support the hypothesis. There is significant correlation between organisational climate and job satisfaction. Patterson, Warr and West (2004) conducted studies on the mediating effect of job satisfaction on the relationship between global organisational climate and productivity at 39 manufacturing companies containing 4503 employees in total. They found a positive significant correlation between 5 of the 17 climate dimensions and company productivity. Correlation is insignificant for organisational climate and happiness. Because happiness is a feeling, it also depends on various factors that could be intrinsic or extrinsic. Happiness is based on individual differences. Happiness varies from person to person and is based on individual differences. Different people attribute different reasons to their happiness, for example, spending quality time with family, having an understanding relationship with spouse, having a luxurious life, being with friends, etc. these might collectively give happiness to people. Thus, organisational climate can be one moderating factor for happiness but not solely responsible for it.

There is insignificant negative correlation between job satisfaction and happiness (as shown in Table 1) thus rejecting the hypothesis 2 that there would be a positive correlation between job satisfaction and happiness. The reason is very much related to human's basic tendency- the more we get, the more we crave for. All humans have inclination towards materialistic life and this leads to dissatisfaction for whatever we have. Thus, whatever we get we try to acquire more which when not done so affects our happiness.

The third hypothesis is accepted with the results showing significant difference in organisational climate of males and females (Table 2). The probable reason for this result could be that there are gender biases experienced by females. Being a male dominant society more preferences are given to males than females and this affects the organisational climate provided to both. Males are more comfortable while due to gender stereotypical behaviour of colleagues females do not find their organisational climate apt for them. Also because of this they are not able to form good interpersonal relationships with their colleagues, which is also one of the factors contributing to the organisational climate.

Results have found that there is insignificant difference in job satisfaction and happiness of males and females (Table 2), rejecting the last hypothesis. Previous studies are also found to be in accordance with this finding. Robbins *et al.* (2003) argue that no evidence exists suggesting that gender impacts on an employee's job satisfaction. The authors are of the opinion that gender differences can have an effect on the relationship between job dimensions and job satisfaction, but that it does not have a direct impact on job satisfaction. Happiness varies from person to person. Helliwell and Putnam (2004) claim that there is "no strong and straightforward" relationship between gender and subjective well-being. Thus, they hint that there may be a

complex relationship between gender and subjective well-being and gender, possibly moderated by other variables, but do not elaborate.

Limitations

- Research was conducted on a relatively small sample size (N=90).
- The research was limited to educational institutions only.
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VII. Conclusion

From this study it can be concluded that organisational climate is one of the most important factors responsible for an individual's level of satisfaction towards his/her job, but only a moderating factor in determining his/her happiness.

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