Nisha Arya
Department of Textile and Apparel Designing, I.C. College of Home Science, CCSHAU, Hisar, Haryana, India

Suman Bhambu
Associate Professor, Govt. College for Women, Panchkula, Haryana, India

Suman Sodhi
Department of Textile and Apparel Designing, I.C. College of Home Science, CCSHAU, Hisar, Haryana, India

Impact of organizational climate on job satisfaction among garment industry workers

Nisha Arya, Suman Bhambu and Suman Sodhi

Abstract
The degree of contentment a person feels about their employment is known as job satisfaction. This emotion is primarily based on how satisfied a person feels. The ability to execute necessary duties, the quality of communication within an organisation, and how management treats employees can all have an impact on a person's level of job satisfaction. A study was done to examine how men fit into the clothing industry. For employees from 10 different firms, the impacts of organisational climate on job performance and job satisfaction as well as the interactions between climate and individual demands on performance and job satisfaction were looked at. The information was gathered from 100 male employees across ten different textile businesses using a carefully planned interview schedule. It was discovered that both the overall organisation and individual organisational units have an impact on climate. Individual work satisfaction, organisational resources, and subunit performance all had a somewhat substantial correlation with climate.

Keywords: Organizational climate, job satisfaction, workers

Introduction

Employee work satisfaction refers to how well their job, as a whole, satisfies their demands for a pleasant and emotional state brought on by the perception that their job allows them to live up to their core values and is compatible with those needs. In an effort to investigate the relationship between perceived organisational environment and employee satisfaction levels in the private sector, Kumar and Bohra (1979) [2] proposed a considerable impact. Employees who felt that the organisational climate was democratic as opposed to authoritarian or uncertain tended to be more satisfied with their jobs. Here, an effort is made to examine how satisfied garment industry workers are with their jobs.

The ability to execute necessary duties, the quality of communication within an organisation, and how management treats employees can all have an impact on a person's level of job satisfaction. Because everyone's notion of satisfaction is unique, it is not always simple to measure job satisfaction. Surveys may be conducted by management to ascertain the best techniques to use if a firm is worried about the work happiness of its personnel.

Affective and cognitive job satisfactions are frequently two distinct types of job pleasure. A person's emotional reaction to their employment as a whole is referred to as affective job satisfaction. Cognitive work satisfaction refers to a person's level of contentment with a certain element of their job, such as income, hours, or benefits.

Since work satisfaction can mean different things to different people within an organisation, evaluating it effectively can be difficult for many firms. However, the majority of businesses are aware that a worker's degree of job satisfaction might affect how well she performs at work. Contrary to popular opinion, researches have revealed that high performers do not always feel content with their work despite having high-level titles or higher income. Given that studies also show that the adoption of effective HR practices results in financial gain for the organisations, this is obviously a concern for businesses. Consequently, there is a direct correlation between flexible work conditions and higher shareholder value.

The handling of communication needs that a person confronts on the job is one of the most crucial components of a person's work in a modern business. A communication load, or "the rate and complexity of communication inputs that individual must digest in a certain time frame," can be used to describe demands.

Corresponding Author:
Suman Bhambu
Associate Professor, Govt. College for Women, Panchkula, Haryana, India

According to the concepts of communication overload and under load, if a person receives too many messages at once, doesn't get enough input at work, or has trouble processing this information, they are more likely to become frustrated and unhappy with their work, which lowers their level of job satisfaction (Nair 2006) [3].

Another key factor affecting job satisfaction at work is superior-subordinate communication, or the relationship between a supervisor and their direct report(s). Job satisfaction can be positively or negatively impacted by how subordinates interpret a supervisor's actions. The relationship between a superior and a subordinate depends on communication behaviours such body language, eye contact, voice expression, and facial expression.

Methodology
Hundred male employees from ready-made garment factories in Gurugram, Haryana, were chosen from a variety of categories based on the work they did. The overall job satisfaction and workplace atmosphere of the employees were assessed using the job satisfaction self-structured interview scale. The respondents' opinions were rated on a five point scale, from strongly agree to strongly disagree. According to the responses received, the respondents were divided into three groups: satisfied, not satisfied, and moderately satisfied. To make inferences that were meaningful, the data were evaluated through the use of appropriate technologies.

Results and Discussion
The personal traits of respondents, job satisfaction level and correlation of job satisfaction with antecedent variables are discussed in this section.

Table 1: Personal profile of the respondents N=100

Sr. No.	Variables and categories	Frequency	Percentage
1.	**Age**		
	Upto 20 yrs	5	5
	20-30 years	46	46
	30-40 years	40	40
	40-50 years	9	9
2.	**Education**		
	Illiterate	3	3
	Primary	23	23
	Middle	46	46
	High school	17	17
	Graduate	9	9
	Postgraduate	-	-
3.	**Marital status**		
	Married	84	84
	Unmarried	16	16
	Divorced		
4.	**Family type**		
	Nuclear	73	73
	Joint	27	27
5.	**Family size**		
	Small (up to members)	9	9
	Medium (4-6members)	65	65
	Large (7 and above members)	26	26

According to the statistics in Table 1, 46 per cent of respondents were between the ages of 20 and 30 years, followed by 40 per cent of respondents between the ages of 30 and 40 years, 9 per cent of respondents were between the

ages of 40 and 50 years, and 5 per cent of respondents were under the age of 20.

It is also clear that the majority of respondents (84%) were married, had a nuclear family (73%), 4-6 family members, and had at least a middle-class education (46%).

Job satisfaction level of the Works
Table 2 makes clear that the culture of the firm affects job satisfaction. The employees who had a moderate level of satisfaction with the workplace environment also had a reasonable level of satisfaction with their employment.

The majority of respondents were expected to be dissatisfied with the monitoring procedure, communication task, decision-making process, and reward managing method. The majority of respondents expressed a level of moderate satisfaction with the conflict and problem management procedures.

Based on several characteristics, it was found that 88 per cent of respondents were only moderately satisfied with their jobs. It is abundantly obvious that the majority are only moderately content with the various organisational amenities and therefore with their jobs.

Table 2: Job satisfaction level of workers in respect to organisational climate N=100

Organizational Climate attributes	Not satisfied/Trusted	Moderately satisfied	Satisfied
Supervision procedure	39(39)	26(26)	34(34)
Communication task	76(76)	-	24(24)
Decision making	97(97)	3(3)	-
Trust	65(65)	32(32)	3(3)
Problem managing procedure	46(46)	46(46)	8(8)
Managing conflicts	14(14)	58(58)	28(28)
Reward Managing	45(45)	44(44)	11(11)
Overall job satisfaction	10(10)	88(88)	2(2)

Figures in parentheses indicate percentage

Organisational Climate
"Organismal climate is the overall impression that individuals get of a company" (Scheinder and Snyder, 1975) [4]. The following describes the organisational climate from the perspectives of the officials and employees (table 2). The organisational climate is further broken down into the following headings.

Supervision procedure
Data showed that 39 per cent of workers were not satisfied by the supervision procedure in their factory whereas 34 per cent were satisfied and 26 per cent were moderately satisfied.

Communication Task
It was evident from table 2 that 76 per cent workers were not satisfied by the decision making procedure and 24 per cent were satisfied.

It can be inferred that most of the workers were not satisfied with the communication procedure regarding different types of necessary information to be communicated for proper function of unit. They were of the opinion that there was no proper communication technique/ procedure and environment for onward transmission of the necessary information.

Decision making process

It was found that 97 per cent workers were unsatisfied and 3 per cent were moderately satisfied. None of the workers were satisfied with the decision making procedure of the organization. The reason behind the dissatisfaction was non - involvement of the employees in the decision making.

Trust

It refers to confidence in coworkers at the company. According to the statistics on respondents' levels of trust, which are shown in the Table, 65 per cent of factory workers had no faith in the persons they came into touch with there, 32 per cent of respondents had some faith in (moderate faith), and 3 per cent of workers had full faith in everyone they encountered there.

The results made it clear that more than 60 per cent of workers had no faith in their coworkers because they came from different places and had diverse interests, friends, and well-wishers.

Problems managing procedure

It has been observed that an equal number of workers (46%) were not satisfied with the problems managing procedure and moderately satisfied respectively and only 8 per cent were satisfied. It was thus concluded that almost all workers were not satisfied with the problems solving procedure and the management. They felt that the management itself took their own decisions and were imposed upon the workers.

Mistakes managing procedure

The data in the Table 2 revealed that 41 per cent of workers were satisfied, 35 per cent were moderately satisfied and 24 per cent were not satisfied by the mistakes managing procedure in their factory. They were helped by the management and fellow friends sometimes in tackling some major mistakes but not always.

Managing conflicts

Data in the Table 2 showed that 58 per cent of the workers were moderately satisfied by the conflict managing procedure, 28 per cent were satisfied and 14 per cent of the respondents were not satisfied.

Rewards managing procedure

Data in Table 2 elucidated that 45 per cent of the workers were not satisfied followed by 44 per cent who were moderately satisfied and only 11 per cent were satisfied by the reward managing procedure in their respective industries.

The respondents who were dissatisfied with the rewards managing procedure relation play great role in the rewards system and the respondents who were satisfied or moderately satisfied felt that the organization rewards those who were able to get thing done by others and were also loyal to the industry.

The findings corroborated Diwvedi and Pestonjee's (1975) [1] assertion that low-income workers were less satisfied than their middle- and high-income counterparts.

Because of their diverse attitudes and average levels of job satisfaction, employees at various levels of the organisation may have varying opinions about the organisational climate. However, the majority of respondents were only moderately satisfied with the overall organisational atmosphere, while a small number of respondents were dissatisfied. The lack of satisfaction in three categories communication task, decision-making, and trust was offset by the amount of satisfaction in other areas. According to Kumar and Bohra (1979) [2], the perceived organisational environment had a considerable impact on the job satisfaction of industrial workers. When compared to workers who evaluated the organisational climate as uncertain, democratic workers were shown to be more satisfied with their occupations.

Conclusion

Organizations routinely poll employees to gauge their level of job satisfaction and pinpoint areas for development and job enrichment, such as onboarding, job training, employee incentive programmes, etc., to see if they are truly happy with the work they do. Each employee's level of job satisfaction varies, thus management teams utilise a variety of tactics to make the majority of their workforces content with their roles within the firm. Rewarding employees based on performance and positive behaviour is a tried-and-true method of raising job satisfaction. Organizational Citizenship Behavior is when a person goes above and beyond the call of duty to finish a project or help a coworker.

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