Modelling The Impact Of Organisational Climate On Job Satisfaction

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Abstract

The purpose of this article is to investigate how the organizational climate affects employee job satisfaction in India's IT sector. A survey was used to gather information for the study. Structural equation modeling was used to analyze the survey. It was observed that employee welfare acts as a mediator between organisational climate and job satisfaction. The paper identifies the relationship between organisational climate, employee satisfaction, and employee welfare measures enabling practitioners to understand which factors influence employee satisfaction. This knowledge will help managers design effective strategies to encourage employee satisfaction among such employees.

Keywords: Organizational Climate, Employee Satisfaction, Employee Welfare, Structural Equation Modelling.

1. Introduction

Employee satisfaction is one of the issues that managers and executives face in today's organisations. Employee happiness has been related to a number of positive outcomes, including a positive work environment and employee well-being. Employee engagement, especially in the telecom business, can be a source of positive outcomes. Because the telecom industry is so important to the economy, the organisational environment should be investigated deeper. The relationship between organisational climate and job satisfaction has gotten minimal attention in India's telecom sector, and more research is needed in this area.

The corporate atmosphere has an effect on employee happiness as well as work-related behaviour. The organisational climate is made up of a collection of "psychological components," or employees' perceptions of their surroundings (James et al., 2008). It is not always easy to comprehend, though, because it is totally based on employee perceptions. The organisational climate, according to Churchill (1976), is the sum of the social elements that make up a worker's surroundings. Employee satisfaction relates to how employees feel about their occupations and other aspects of it, such as work settings, compensation, communication with coworkers, and their surroundings with various people (Gunlu et al., 2010).

The purpose of the study was to investigate the impact of organisational climate on employee job satisfaction and investigate the role of employee welfare in this relationship. The study is intended to produce new knowledge in the field and benchmark employee satisfaction to ensure employee productivity and long-term employee retention

2. Literature Review

2.1 Organizational Climate:

"Organizational climate" is defined as "a set of traits that characterise an organisation and (i) distinguish it from others, (ii) survive a long period, and (iii) influence employee behaviour" (Forehand & Von Haller, 1964). Organizational characteristics such as size, design, framework and complexity, initiative style, physical environment, and objectives all influence climate in this process. The interaction of these factors should result in the creation of an environment. Organizational climate may also be defined as a set of characteristics unique to a given organisation that are derived from how that organisation interacts with its members and its surroundings. Climate describes the organization's interims of both static qualities such as degree of autonomy and behaviour – result –outcome contingencies for each individual member within the company."

2.2 Employee Satisfaction

Job satisfaction, according to Chamoli and Paatlan (2017), is an employee's feeling or state of mind about the nature of his

or her job. Low turnover, low absenteeism, good communications, and a skilled workforce are all benefits of employee job satisfaction (Multani 2016). Employee job satisfaction is determined by the nature of the job as well as the employee's expectations of the company (Parvin and Kabir, 2011). Welfare facilities are a major employee requirement. Several studies have found that staff turnover and job satisfaction have an impact on the sector (Peshave and Gujarathi, 2014; Sangaran&Jeetesh, 2015).

2.3 Employee Welfare

Employee welfare refers to the services, facilities, and benefits provided by the employer to its employees in addition to their pay (Lalitha and Priyanka, 2014). Employee welfare might be statutory or non-statutory, and only a few firms give even statutory welfare (Teti &Andriotto 2013; Nithyavathi 2016; Ramya& Rao, 2016). In the workplace, employee welfare facilities can have a big impact on their productivity (Perera and Weerakkody, 2016). Employee work discontent, high staff turnover, and low employee productivity can all be attributed to poor welfare facilities (Mendis, 2016).

3. Hypothesis Development
3.1 Organisational climate, employee satisfaction and employee welfare:

Numerous research on all elements of employee behaviour have shown that the impact of an organization's atmosphere on employee behaviour extends beyond implementing the planned change (Allen, 2003; Gray, 2001). Perceptions of fairness and trust, norms of helpfulness and collaboration, and fair compensation systems based on a broad variety of contributions, according to Schneider et al. (1994), are viewed as vital in generating a positive atmosphere. They claim that the climate has an impact on the organization's outcomes due to employee behaviour. Job happiness is also linked to the climate of the organisation. Job satisfaction rises in high-performing organisations (De Clercq&Rius, 2007; Ener&Balli, 2020).

H1: There is a significant relationship between the organizational climate of the organization and the level of employee satisfaction.

Employee perceptions of employee welfare initiatives may also be influenced by the organization's climate. Employee morale can be improved by creating a positive and supportive environment (Riyadi, 2020). Workplace harassment, according to Giorgi et al. (2020), can reduce the perception of organisational welfare initiatives. However, McKillop et al. (2020) found that organisational environment may not be a

reliable predictor of child care perception (an employee welfare activity). As a result, we propose.

H2: There is a significant relationship between organizational climate of the organization and the level of employee welfare.

3.2 Employee Welfare and Job Satisfaction:

Several research looked into the impact of employee well-being on employee satisfaction and found that it had a favourable impact. Employee welfare is more important to organisations that focus on employee welfare than it is to employee performance (Gabriel &Nwaeke, 2015). Employees are unsatisfied with their jobs as a result of their discontent with welfare facilities (Premarathne&Perera, 2015). Although employee well-being is important for job satisfaction (Premarathne&Perera, 2015), this relationship has received insufficient attention thus far. Furthermore, organisations with a positive organisational climate have a positive impact on staff wellbeing, which in turn has a positive impact on customer satisfaction (De Clercq&Rius, 2007; Ener&Balli, 2020).

Thus, on the basis of the discussion above we propose

H3: There is a significant relationship between employee welfare and level of job satisfaction.

H4: Employee welfare act as a mediator between organisational climate and job satisfaction.

4. Methods

To obtain data, a questionnaire was created using scale items from existing work. The survey's questions are all given in a 5-point Likert scale. The survey's questions are all described in Likert scales. Eight questions from Bandara et al. were used to assess employee well-being (2020). Five items were used to assess employee satisfaction, four of which were adapted from Chi and Gursoy (2009) and one from Koys (2001). Six items of organisational atmosphere were assessed using six items from Sharma and Gupta's scale (2012). The data were collected via the online mode. Participants were given a link via email.

We received 421 online responses out of 900 emails, indicating a response rate of 46.7 percent. In addition, 35 of the 421 total replies had to be eliminated, resulting in a final sample population of 386 people. All of the thirty-five cases were discovered to be missing critical information, such as the demographics of the responders. Only a few people responded to all of the questions. The questionnaire was completed by the remaining responders (N = 386).

Table 1

Table 1: Demographic Profile			
Gender	Male	Female	
	210 (54.40%)	176 (45.59%)	
Age (in Years)	18- 21	22-25	26-30
	197(51.03%)	126 (32.64%)	63 (16.32%)
Education	Undergraduate	Postgraduate	
	258 (66.83)	128 (33.16)	

5. Analysis and results

To test the hypotheses, the data is examined with SPSS 20.0 software. The data was checked for normality and multi-collinearity first. The data were normally distributed and there were no concerns with multi-collinearity because the skewness and kurtosis were within the recommended ranges of 1 and 3, respectively (Tabachnick et al., 2007). The variance inflation factor (VIF) and tolerance level (> 0.1) among the independent constructs are also within the acceptable range.

Self-reporting surveys are prone to common method biases (CMB). The researchers employed both procedural and statistical methods to verify this (Podsakoff, MacKenzie&Podsakoff, 2012). In terms of the procedural procedures, anonymity was guaranteed, the item sequence was randomised, and scale items were taken from various sources. A common latent component and Harman's single factor test were also generated in the statistical analysis. According to Harman's single factor test, a single component accounts for less than half of the overall variance. Because of common method variance, the outcome of the common latent component only reported a modest amount of variance. Both tests showed that the data was reliable, and there were no worries regarding common method bias.

Cronbach's alpha coefficients were used to assess the dependability (Cronbach, 1951). As demonstrated in Table 1, the EW questionnaire has a reliability value of 0.88, while organisational climate has a reliability coefficient of 0.85. The employee satisfaction construct is found to be 0.83 reliable. As a result, the Cronbach's alpha values for all constructs in this study are greater than the minimum acceptable value of 0.70, indicating that the responses are likely to be useful for the purposes we intend.

Table 1: Internal Consistency of Constructs

Variable	Cases		Percent used	Alpha (α)	No. of items
	Valid	**Excluded**			
EW (Employee Welfare)	386	0	100%	0.882	8
OC (Organizational Climate)	386	0	100%	0.851	04
ES (Employee Satisfaction)	386	0	100%	0.832	25

Confirmatory factor analysis was used to assess the validity. First, the measurement model's factor loadings were examined for convergent validity (Anderson and Gerbing, 1988). All of the loadings proved to be significant (all t values at the p = 0.01 level), indicating that the convergent validity hypothesis was correct (Table 2). Second, the discriminant validity was determined by looking at the significant value for inter-construct correlation. The value was found to be less than one (Bagozzi and Heatherton, 1994).

Each construct pair was subjected to a chi-square difference test to see if there was any association in one model but none in the other. The chi-square value for the model with zero correlation was substantially greater than the value for the model with correlation. It verifies that discriminant validity exists among the model's constructs (Segars, 1997). In addition, all variables' squared inter component correlations were compared to the average variance extracted (AVEs) (Fornell and Larcker, 1981). All construct AVEs should be bigger than their squared inter construct correlation, according to the rule of thumb (SIC). Table 2 shows that all AVE estimates ranged from 0.63 to 0.69 and were greater than the corresponding squared inter construct correlation, indicating discriminant validity.

Table 2: Overall reliability/Validity of the constructs and factor loadings of indicators

Construct	Indicators	Factor loadings	Cronbach's α /CR	AVE
Employee Welfare (EW)	EW 1	0.82	0.90/0.91	0.63
	EW 2	0.81		
	EW 3	0.74		
	EW 4	0.78		
	EW 5	0.74		
	EW 6	0.81		
	EW 7	0.86		
	EW 8	0.86		
Employee Satisfaction(ES)	ES 1	0.82	0.85/0.86	0.67
	ES 2	0.77		
	ES 3	0.75		
	ES 4	0.76		
	ES 5	0.82		
Organisational Climate (OC)	OC 1	0.88	0.87/0.89	0.69
	OC 2	0.97		
	OC 3	0.90		
	OC 4	0.88		
	OC 5	0.91		
	OC 6	0.84		

Note: AVE: average variance extracted, CR: composite reliability.

Note: Diagonal values indicate square root of AVE. ** $p < 0.01$.

Hypothesis Testing

Structural equation modelling was used to investigate hypotheses H1 to H3. Confirmatory factor analysis was used to test the measurement model before structural equation modelling. CMIN/DF=1.073, RMSEA=.012, NFI=.942, CFI=.977, GFI=.946, and AGFI=.934; 2 (156.31) = 149 p.0001; CMIN/DF=1.073, RMSEA=.012, NFI=.942, CFI=.977, GFI=.946, and AGFI=.934). All of the goodness of fit indicators were more than the allowed threshold values, indicating that the structural model is good. SEM findings show that the model fits well (2 (161.874) = 150 p.0001;

In the present research, various instruments are used to examine the relationships among EW and ES, OC and ES. The correlation, mean and standard deviation for all the constructs is presented (Table 3)

CMIN/DF=1.081, RMSEA=.034, NFI=.940, CFI=.985, GFI=.944, and AGFI=.931).

Table 4 illustrates estimated structural coefficients, which can help in accessing hypotheses. Results indicate that, organisational climate positively influenced job satisfaction (β = 0.18, $p < 0.01$), supporting H1. Organisational climate was found to have a positive impact on employee welfare (β = 0.20, $p < 0.01$). This supports H2. Similarly, H3 was supported as employee welfare significantly influences job satisfaction (β = 0.21, $p < 0.01$).

Table 4: Summary and Results of Hypotheses testing

	Hypotheses	Path co-efficient	t-statistic	P value	Inference
H_1	OC → JS	0.18	2.14	< 0.05	Supported
H_2	OC → EW	0.20	3.12	< 0.05	Supported
H_3	EW → JS	0.21	2.13	< 0.05	Supported

The current study uses the bootstrapping approach with SEM through AMOS to investigate the mediation hypotheses (Shrout& Bolger, 2002). 5000 bootstrapped resamples were used in the SEM. The influence of the mediating variable can be seen in three ways: overall effect (how much a change in IV (independent variable) affects DV (dependent variable), indirect effect (how much a change in IV affects DV through Mediator), and direct effect (how much a change in IV affects DV directly) (the extent to which a change in IV is directly affecting DV).

In AMOS, SEM is used to study the size and course of the direct and indirect effects using maximum likelihood estimates. The overall outcome of the mediation study is shown in Table 4.

Table 5: Mediation Results
Bootstrapping Method

Hypothesis	Direct Effect	Indirect Effects	Total Effect	Relationship
H4 OCEWJS	0.138* (.036)	0.128***	.266	Partial Mediation

***= p<0.001; ns: non significant* = p<0.05, n= 421

Employee welfare mediates the relationship between organisational environment and job satisfaction, according to bootstrapping results, since the indirect influence of the postulated correlations is strong. Employee welfare somewhat mediates the relationship between organisational environment and job satisfaction, as seen in Table 5, supporting H4.

6. Discussion

The study aims to determine the relationship between organisational climate, job satisfaction, and employee wellbeing, as well as the role of employee welfare in mediating the relationship between organisational climate and job satisfaction.

The hypothesis H1 argues that there is a link between the organisational environment and employee job satisfaction. Structural equation modelling was used to test the hypothesis. Employee work satisfaction is considerably influenced by organisational climate (=.18, significant P.005), according to the findings. The findings support previous study (Riyadi, 2020), indicating that changes in organisational climate will result in changes in work satisfaction. The specific cause could be the organisational climate and training provided to employees, which allows them to become technically adept and self-motivated. Furthermore, they are mentally strong as a result of their positive culture, and they understand and adapt to their surroundings.

Hypothesis H2 implies that there is a link between the organization's climate and employee happiness. Structural equation modelling was used to test the hypothesis. Employee perceptions of welfare indicators are strongly influenced by organisational climate (=.20, P.05), according to the findings. The findings support previous studies (Giorgi, et al., 2020; Riyadi, 2020) and suggest that changes in organisational atmosphere will affect employee perceptions of welfare measures. The outcomes can be interpreted as a positive organisational atmosphere that motivates employees and improves their perceptions of the company, as well as employee welfare measures. A positive organisational atmosphere fosters positive perceptions and improves employee attitudes about the company. They had a different

perspective of the organisation now, and they were grateful for the welfare measures.

Employee well-being has an impact on job satisfaction, according to Hypothesis 3. The obtained results (=.21, P.05). maintains the concept and is consistent with previous findings (Kimura, 2020). The explanation for this could be because employee welfare activities motivate them and increase their productivity. It also gave them a sense of accomplishment, which led to work satisfaction.

Employee welfare works as a mediator between organisational climate and job satisfaction, according to Hypothesis 4. The findings support the concept by indicating partial mediation. The findings are consistent with previous research (Kimura, 2020). A good organisational climate, as well as employee welfare activities, may stimulate employees and increase productivity. It also gave them a sense of accomplishment, which led to work satisfaction.

7. Implications

Like other studies, there are several theoretical and managerial implications of the present study.

7.1 Theoretical Implications

The study establishes a significant relationship between organisational climate and perception of employee welfare measures, which may be further analysed in different organizations for academic purposes. Previously research has been done in relation to job satisfaction, organisational climate, and employee welfare; however, there is very little research focused on the telecom managed service sectors. This research project addresses the literature gap by studying employee satisfaction in the telecom industry. Further, the conceptual model provides a theoretical framework to academicians to understand the relationship among these constructs. The study further establishes employees' welfare as

a mediator between organizational climate and employees' job satisfaction. These results can further be tested in different industries.

7.2 Managerial Implications

The current study has significant managerial implications. Owners and managers are very protective of information about their organizations. The study's practical significance is that the paper identifies the relationship between organisational climate, employee satisfaction, and employee welfare measures, enabling practitioners to understand which factors influence employee satisfaction. The influence of demographics and employee-related factors on employee satisfaction were also examined. This knowledge will help managers design effective strategies to encourage employee satisfaction among such employees.

8.   Conclusion

The study's main goal was to look into several factors of employee satisfaction among telecom workers. Data was gathered from online sources and analysed using SPSS. To enable the study to reach a conclusion, the findings for each variable were compared and contrasted with past comparable studies. According to the findings, organisational climate is a significant factor that determines employee welfare, which in turn affects employee satisfaction.

There were some limitations to the current research study as well. First, the research is limited to a few variables and how they influence employee satisfaction. Second, the research is confined to people working in the telecom managed service industry. Third, the research relies on self-reported data, which might be skewed by social desirability bias. Our suggestion for future research in the telecom business is to look at the various psychological elements that may influence employee performance. Instead of self-reporting the employees' intent, future study may focus on various techniques to gauge employee satisfaction.

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