

A Study of Organizational Climate and Job Satisfaction: As a Tool for Improving Organizational Citizenship Behavior

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Abstract

The projection, real-world experiences, philosophical ideas, and organisational values that an organisation holds collectively are included in its culture. These elements are also displayed in the form of its own self-image, internal operations, and improved interactions with other users in the business world, as well as future goals. This only rests on accepted attitudes, beliefs, conventions, and a system of written and unwritten standards that have been developed over the course of business and are regarded as legal. Organisational citizenship behaviour (OCB) is a term used in organisational behaviour that refers to the personality traits of employees who are able to collaborate, support one another, take their jobs seriously, and show care for their coworkers. While the fundamental attitude has the ability to react favourably to the activities or policies of the organisation. Although organisational citizenship behaviour (OCB) is not required for the job, it can help coworkers and the business as a whole by increasing productivity. Since organisational civic behaviour is not necessary for the work at hand, it is distinct from task performance. Despite how crucial these actions are, they aren't listed in a job description. People that act in this way go above and above to ensure that their workplace is productive. This essay examines a number of variables, including organisational culture and work satisfaction, that are related to OCB.

Keywords: job satisfaction, organizational climate, organizational citizenship behavior, effectiveness, performance.

Introduction

Organizational Climate

In general, term “climate” refers to a way of showing the psychological relationship of a social situation. The social context for work has a marked effect on how a person’s social relationships with coworkers at work, and their performance (Schneider & Barbera, 2014). Organizational climate is the shared perception of the members of the organization in which they work in terms of policies, rules, and ways of managing the organization. According to Uhl-Bien, Schermerhorn, Jr., and Osborn (2014), the dimensions of organisational climate include the

relationship between an employee and their superior, interpersonal communication among employees, the employees' perception of the organization's policies, and the employees' sense of fairness towards management practises.

One method that can recognise an employee's behaviour that goes above and beyond the requirements of their work is organisational culture branding (OCB). Additionally, OCB refers to an employee's actions that are not related to their job anymore but go above and beyond what has been delegated by the employer. The employee may feel that the task is optional or unappreciated while performing it, nevertheless. Employees who exhibit

OCB behaviour will behave as if they were an organization's "citizen." OCB and long-term performance are favourably correlated. Additionally, OCB can influence organisational procedures and results [3]. OCB has officially developed five dimensions of OCB, namely altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

Job Satisfaction

Work Fulfillment is one element that can uphold the accomplishment of authoritative achievement. The topic of job satisfaction remains a significant and intriguing one for research. That is on the grounds that there is a huge impact between the advantages of people, associations, and society. Fulfillment and disappointment felt by representatives while working become piece of the elements association.

Work fulfillment is a condition of good or wonderful inclination from representative work insight. There are two sorts of elements of occupation fulfillment in natural and extraneous. The intrinsic factor is a combination of opportunities, abilities, creativity in the workplace, and constructive feedback to the company's upper levels. Extrinsic factors include the companion, leaders, and supervisor's supportive environment. Packages for promotion, job shifting, job enrichment, compensation, and rewards are among them.

Organizational Climate

According to Viswanathan et al., organizational climate measures how employees feel or perceive a company. 8]. Darmajaya [9] says that the organizational climate is the physical or psychological environment that employees or members of the organization have to deal with. It is said to have the power to change how employees feel about their jobs and act in them. The thesis asserts that people's perceptions of a workplace and how they feel about it are influenced by an organization's culture. Hierarchical construction, execution norms, obligations, prizes, backing, and responsibility are the six parts of authoritative environment.

Review of Literature

Sookdawoor, Oumeshsingh and Grobler, Anton (2022) This essay focuses on how workplace

demands, ethical leadership, organisational culture, and organisational environment interact with one another. Cross-sectional design and a survey approach were utilised in this quantitative investigation. 526 people from various origins who worked in "large" companies in a variety of Mauritius industries made up the sample. The findings of this study demonstrate that organisational culture and ethical organisation climate, as macro independent variables, jointly have varying degrees of direct and indirect effects on the dependent variables (organisational citizenship behaviour, employee ethical behaviour and conduct, and perceived employee performance). Also discovered were the statistically significant mediation impacts of ethical leadership, ethical decision-making, and internal and external workplace constraints on organisational citizenship behaviour and perceived employee performance.

Yusnita, Nancy & Sunaryo, Widodo & Yulianti, Sri. (2021). this study inspects factors that have a relationship with OCB, to be specific, hierarchical environment and character. This review was led among Grade Teachers at Cileungsi Area, Bogor, Indonesia. The example for the review comprised of 152 extremely durable instructors got haphazardly from its populace which is 245 Elementary Teachers. The concentrate essentially used quantitative information (from surveys). Relapse and correlational examination were applied, with that the relationship among factors found. The discoveries uncovered that the school hierarchical environment had a positive and critical relationship with OCB. Essentially, educators' characters had a positive and critical relationship with OCB. Both school hierarchical environment and educators' characters at the same time had areas of strength for an and critical relationship with OCB.

Prabowo, Wahyu S., (2020) This study explores the effect of hierarchical citizenship conduct (OCB) and environment (OC) on worker execution. The populace utilized contains representatives working in one of the drug organizations in Cimahi, West Java, where their aggregate is 1,533 individuals. By the Slovin equation with a safety buffer of 10%, the amount of tests required is 94. Besides, they are gotten by the straightforward irregular inspecting strategy. The primary condition model in view of fractional least square is used to examine the information due to the example size. In the wake of

testing speculations and examining current realities, this examination surmises that OCB affects worker execution, yet OC does with a positive sign.

Hari Muharam, Widodo Sunaryo, and ArwanGunawan. (2019). This study means to track down a work to further develop Authoritative Citizenship Conduct (OCB) through research on the connection between groundbreaking administration and occupation fulfillment with OCB. The strategy utilized in this study is a spellbinding correlational technique utilizing a quantitative methodology. The populace in this review is the Long-lasting Educator Establishment in 9 Confidential Professional Schools in Cibungbulang Locale, Bogor Regime with a sum of 117 instructors. The testing method utilizes relative irregular inspecting with the Slovin equation with a 5% edge mistake with an all out example of 91 instructors. This study presumes that there is a positive connection between Groundbreaking Initiative and Hierarchical Citizenship Conduct.

Park, S. and Jo, S.J. (2018), The reason for this paper is to investigate the variables that influence imaginative ways of behaving in the public authority area. The outcomes uncovered the accompanying: proactivity and environment for development had positive associations with imaginative way of behaving; LMX had a positive relationship with proactivity despite the fact that it didn't have an immediate relationship with inventive way of behaving; and hierarchical environment for advancement didn't guarantee proactivity of workers.

Sukanti, L., Hardhienata, S. & Retnowati, R. (2017). The reason for this review to decide the relationship of Authoritative Culture, Inspiration and Character with Hierarchical Citizenship Conduct (OCB) of educators. Factors of Hierarchical Culture, Inspiration and Character act as autonomous factors and Authoritative Citizenship Conduct as the reliant variable. The examination test of 154 educators included was chosen by a relative irregular testing of 20 accredited confidential professional schools in Sukabumi. Concentrate on showed that when educators play out their obligations and capabilities have a reference procedure for importance along with the hidden example of convictions, values and assumptions that drive conduct and demeanor to

spur themselves together, work on the accomplishment of outcome of the exercises in a methodical, as per the arrangement to assist partners with evolving positions, increment information and abilities and can impact social capabilities, giving excellent help and in general partakes and has added to expanding viability for the reason and progress of non-public schools will add to working on the OCB.

Neghabi, Sabikeh and Ghorbani, Mahmood, (2016), This examination has been done; with the targets of recognizing the connection between the Moral Environment and the Authoritative Citizenship Conduct of the workers inside the Service of Training settle in the north Khurasan region. To assess these components, from the example of 200 individuals, through irregular trial of all classes, results from 127 workers were gotten. An example survey was utilized for the last assessment, by applying the Kronbach alpha, delivering the outcomes more believable by the utilization of the device, so that the alfa kronbach of the Moral Environment poll remained at 0.832% and the alpha Kronbach of the poll on Hierarchical Citizenship Conduct remained at 0.637%. The discoveries have shown that the Moral Environment and the Authoritative Citizenship Conduct are related. Also, the Moral apparatus esteem has minimal relationship with the Authoritative citizenship Conduct and the free Moral Environment has no association with the Hierarchical Citizenship Conduct.

Need of the Study

Hierarchical culture treated as a device of control system to keep up with channel ways of behaving towards wanted conduct and disregarded undesired ways of behaving. Upgrade of Representative work fulfillment has been considered as the first concern in regard to authoritative plan. Work culture of any association is a result of the Authoritative vital qualities as well as intension. The representatives and the board are key elements in establishing a useful workplace. Prior to concluding a task a planned representative as a rule investigates the work culture of an association so as to more readily adjust him into it. It helps in additional characterizing his job in the association and relations with the administration. This concentrate likewise centers around effect of

hierarchical culture on worker execution, this is essential to comprehend the way of life and part of representative execution wins in the association.

Objectives of the study

This paper aims to study the impact of organizational climate on employee job satisfaction and organisational citizenship behaviours from the perspectives of selected sample company.

Hypotheses for Study

Hypothesis - 1

Ho: There is no correlation between organisational climate and organisational citizenship behaviours Indian commercial bank.

H1: There is correlation between organisational climate and organisational citizenship behaviours of Indian commercial bank.

Hypothesis - 2

Ho: There is no correlation between job satisfaction and organisational citizenship behaviours of Indian commercial bank.

H1: There is correlation between job satisfaction and organisational citizenship behaviours of Indian commercial bank.

Research Methodology: Researcher collected demographic information of the respondents which contains gender, age, education, marital status, qualification and experience. Then after the organisational culture as well as employee performance is examined. Data was obtained from primary source through questionnaire. Out of 100 respondents, 70 responses taken from managers, departmental head, employees and supervisor. Secondary data taken from various related document of organisation, internal memos and meeting reports that help in ascertain organisational performance will also be taken for evaluation.

Demographic Characteristics	Frequency
Gender	
Male	46
Female	14
Age	
>20	8
21-30	39
31-40	6
<40	7
Marital Status	
Married	30
Unmarried	30
Qualification	
UG	7
Graduate	50
PG	13
Experience	
6 months	16
1 year	13
2 year	10
3Year	14
>4year	17

Source: Survey

Does organizational climate determine the level of organization citizenship behaviour?

Level of acceptance	Frequency	Percentage	Cumulative %
Strongly Disagree	18	25.71	25.71
Disagree	09	12.87	38.58
Undecided	12	17.14	55.72
Agree	22	31.42	87.14
Strongly Agree	09	12.86	100
Total	70	100	

Interpretation

The table above shows that 25.71% of the respondents are strongly Disagree, 12.87% of the respondents showing Disagree Also, we have 17.14% of the respondents who are undecided, 31.42% of the respondents who are undecided and 12.86% of the

respondents who strongly agree that organisational climate are determine the level of organisational citizenship behaviours.

Ho: There is no correlation between organisational climate and organisational citizenship behaviours of Indian commercial bank.

Scales	Observed Frequency	Expected Frequency	(O-E) ²	(O-E) ² /E
Strongly agree	18	14	16	1.14
Disagree	09	14	25	1.78
Undecided	12	14	04	0.28
Agree	22	14	64	4.57
Strongly disagree	09	14	25	1.78
	70			9.55

Source: Author Calculation

Does organizational climate determine the level of job satisfaction?

Level of acceptance	Frequency	Percentage	Cumulative %
Strongly Disagree	11	15.71	15.71
Disagree	09	12.86	28.56
Undecided	12	17.14	45.71
Agree	18	25.7	71.41
Strongly Agree	20	28.58	100
Total	70	100	

Interpretation

The table above shows that 15.71 % of the respondents are strongly Disagree, 12.87 % of the respondents showing Disagree Also, we have 17.14% of the respondents who are undecided, 25.7 % of the respondents who are undecided and

28.58% of the respondents who strongly agree that organisational climate are determine the level of organisational citizenship behaviours.

Ho: There is no correlation between job satisfaction and organisational citizenship behaviours of Indian commercial bank.

Scales	Observed Frequency	Expected Frequency	(O-E) ²	(O-E) ² /E
Strongly agree	11	14	9	0.64
Disagree	09	14	25	1.78
Undecided	12	14	4	.28
Agree	18	14	16	1.14
Strongly disagree	20	14	36	2.57
	70			6.41

Source: Author Calculation

Interpretation: Calculated value of chi-square at 4 degree of freedom is 6.41. Since the calculated value i.e. 6.41 is less than the tabular value i.e. 9.49. The null hypothesis is rejected. It indicates that, there is relationship between job satisfaction and organisational citizenship behaviours of Indian commercial bank.

Findings

Based on the above analysis, the following findings are derived from analyses that are as follows:

1. Based on the above chi-square analysis, there is relationship between organisational climate and organisational citizenship behaviours of selected companies.
2. Based on the above chi-square analysis, there is relationship between job satisfaction and organisational citizenship behaviours of selected companies.

Suggestions

1. Companies try to work on the various parameters that are helpful in making a healthy working environment. This should be possible only when companies having sound employee benefit such as good salary, promotion, and other aspect.
2. There should generate warmth based on interpersonal relationships between employees of fellow staff and superiors. A leader has a vital role in creating warmth within the organization. Warmth can be formed by holding briefings every morning, involving employees to work in teams, conducting weekly, monthly or annual evaluations.

Conclusion

Human resources are one of the most essential assets of every organization. Organizational success will depend on the role of human resources in achieving its goals. For this reason, human resources need proper management. The management of human resources is not only the responsibility of the human resources development division, but the leader of this organization needs to take it as a responsibility too.

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