1. **LITERATURE REVIEW**

Various studies have been conducted showing that there is a relation between organizational climate and job satisfaction. “Frank Fredlander” conducted a study on “Multiple Impacts of organizational climate & Individual system upon job satisfaction”. The data gathered from 95 employees of a Research & Development Organization that maximal satisfaction with different areas of one’s work demands different mixes of climate.

Another study by S.P Deshpande[1996] ‘The Impact of Ethical Climate types on facets of Job Satisfaction.’-Journal of Business Ethics Vol 15 Issue 6 examines the impact of ethical climate types on various facets of Job satisfaction in a large non-profit organization. A professional climate influenced the Job satisfaction. The respondents who believed that their organization had a caring climate were more satisfied with their superiors.

Ravipreet S. Sohi[1996].The Effects of Environmental dynamism and heterogeneity on sales peoples role perceptions, performance and job satisfaction.-“Europeans journal of marketing Vol 30 Is 7 pp49-67 shows the effect of environmental dynamism &heterogeneity on salespeoples ‘perceptions, performance&jobsatisfaction. The study reveals that environmental dynamism results into reduction of satisfaction &performance level results into more role conflicts.

R.D Sharma &JeevanJyoti(2006)”Job satisfaction among school teachers-IIMB Management Review vol18 Article no.4shows the kind of relationship between job satisfaction and the various other factors. It shows that due to good climate in private schools, the teachers are more satisfied than the government schools.

Another article” Job satisfaction boosts work place ethics” in Economics times dated April 18, 2007 reveals that workers are more into the unethical acts when they do not have good relations with their superiors. There should be good working climate to boost the ethical behavior in the organization.

Another article by KaushikKundu (2007) in Vidyasagar University of Journal of communication reveals that organizational & psychological climate have very strong influence on the individuals in terms of job performance, work attitude etc.

Centre for Social & Emotional Education School Climate Brief vol1. No.1 Jan 2010 stated that a sustainable positive school climate fosters youth development
& learning necessary for a productive contribution and satisfying life in a
democratic society.

Sukhwant Bajwa & Shalu Goyal (2011) in the article “Responsible Environmental
Behaviour of Secondary School Students in relation to their locus of control &
Achievement Motivation-Indian Educational Review Vol 49 No.2 p99 suggests that
there is a significant relationship between Responsible Environmental Behaviour&
the locus of control & achievement motivation. Students who have greater
achievement motivation provide good Responsible Environmental behavior than the
students with lower achievement motivation.

Sundarraj (2011) in his article “Job satisfaction of high school teachers “on study.com
has emphasized that teachers play a very important role in the development of
society and the teachers who are happy with their jobs would have a positive impact
on the students.

Zulfu Demirates (2011) in the article “Teachers’ Job Satisfaction Levels “-Procedia –
Social & Behavioural Sciences vol9 pp1069-1073 shows that there are various levels
of job satisfaction of primary school teachers which reflect the fact that the teachers
who have higher level of job satisfaction impart quality education & help in good
performance of the students.

A. Rajareegam & I. Christie Doss (2012) in the article “Analyzing Job Satisfaction of
Teachers in Engineering College Teachers” at Puducherry appeared in Indian
Journal of Education & Information Management Vol.1 Issue 10 say that although
there are various programmes to improve the quality of education in engineering
colleges which are growing in large in number the factors affecting the job
satisfaction must not be ignored.

Deepak P Kayastha & Rabintra Kayastha (2012) have focused on various facets of job
satisfaction such as working environment, colleagues, supervisors, promotion
schemes, etc. They show a significant impact on it in their article titled “A study of job
satisfaction among teachers, Higher secondary school of Nepal-International Journal
of Evaluation & Research & Education vol1 no.1.
A further study by Kalhotra Satish Kumar (2012) titled “A Study on Job satisfaction of Primary & secondary Teachers appeared in Golden Research Thoughts Vol 1 Issue 11 aims to find out the degree of satisfaction of teachers with respect to the job schemes for promotion & the working conditions.

"Job Satisfaction among college teachers": A study on government colleges Jammu (J&K) appeared in Asian Journal of Research in Social Science & Humanities emphasizes on the fact that college teachers play a very important role in the building of a nation. The teachers should be satisfied which is not only beneficial for them but also for the society. The teachers play an important role for the wellbeing of the society so they must be satisfied at their work place.

Another article appeared in International Journal of Management & Information Technology titled “Study of Organisational climatic Factors for Employee Effectiveness: A study of Jalandhar Leather Factories by SonuDua & others (ISSN 2278) (2012) shows that the organizational climate influences the morale & attitude of an individual towards commitment to organizational purpose & the efficiency with which the purpose becomes translated into results.

G. Karthik & G. Ravindran [2013 “A study on organizational climate with reference to Winsungarments, Tirupur District” VSRD International Journal of Business & Management Research Vol 7iss no 2231-248x emphasizes that today’s business operate in a very competitive climate & the organization can survive only when there is employees’ involvement for which there should be a healthy organizational climate.

Another article by Neetu Ohri (2013) A study of teacher effectiveness & job satisfaction of secondary school teachers – in Indian Stream Journal Research Journal Vol III Issue 10 highlights that the aided school teachers have better knowledge, healthy relations with the principals parents & the students than the unaided schools.
V.Kubendran& others (2013) in their article published in Indian Journal of Economics & Development Vol 1 Issue3 ISSN -9836 have said that a suitable working climate musters sincerity of workers. Employees’ positive perception towards organizational climate is necessary irrespective of the organization. The organizational climate should be conducive to both employer & employees.

"Foster Loyalty, Transparency, Innovation for a better work place” by Apeksha Kaushik in Times of India dated FEB 21, 2014 says that a good organizational climate requires transparency in the organization. Effectiveness is expected by the management & the workers. Good organizational climate would result into less complaints, team work & high productivity. There must exist mutual understanding, trust between management & workers to create a healthy working environment.

Chitra Unnithan (22Jan ,2014) in the article ” Job satisfaction hits a new low, private sector unhappy: IIM A study shows that people are dissatisfied because of their salary . This makes them feel of pinch of global slowdown . The level of dissatisfaction of employees has gone up since 2009.

According to a report in Economic Times dated March 5, 2014 the rate at which there is a job turnover in engineering, IT & financial services is alarming. The main cause is the dissatisfaction. The survey reveals that 70% of the employees are not satisfied with the compensation.

An article by Raghuram Rajan in Economics Times dated April 7, 2014 reports that the hikes in the salaries are not appropriate & an average hike will be 10% this year as employees expect better hike the frequency between management & employees does not match resulting into dissatisfaction.

In various foreign studies also same co-relation is shown. A study by Hart Griffinetal’s[1996]. Organisational climate model accounts for atleast 16% single day sick leave and 10% separation rates in one organization. Other studies support the links between the organizational climate and many other factors such as employee
retention, job satisfaction well-being and readiness for creativity, innovation and change.

Lance. A.Bellioncourt ,Stephen W Brown (1997)in the article “Contact Employees:Relationship among workplace fairness job satisfaction & pro social service behaviours-Journal of Retailing Vol 73 Issue 1 pp39-61 suggest that contact employees are important as they sell the products of the company & earn goodwill for business.A healthy & cordial relationship must exist between them & their behavior. A good organizational climate & policies can reflect the level of job satisfaction.

Another article by Yoram Mitki, A.B Shani & Zvi Meiri (1997) titled “Organisational Learning Mechanisms & Continuous Improvement: A Longitudinal Study – Journal of Organisational Change Management Vol 10 issue 5 reveals that the structure of the organization is an obstacle in the continuous improvement. A shift is required in the structure from individual based learning to the system based learning for the constant improvement in the organization’s performance.

Stella G. Kavali, Nikolaos X, Tzokas & Michael J Saren (1999) in their article titled “Relationship Marketing as an ethical approach : Philosophical & Managerial Considerations- Management Decisions Vol 37 Issue 7 pp 573-581 focus on the fact that relationship marketing is very important now a days. The study broadens the understanding of ethical behavior in the organizations. Although ethics are important in relationship marketing but in practice there is a gap between the two. Relationship marketing philosophy would generate ethical decisions in an organization.

Peter Kangis, D. Gordan & S. Williams (2000) in their article “Organisational Climate & Corporate Performance: An Empirical Investigation - Management Decision Vol 38 Issue 8 reveal that there is a consistent association between organizational climate & performance. The companies performing above average showed higher values on climate than those performing below average.

Theories in Cognitive & Neuropsy & Emotional Intelligence provide additional scientific rationale for why leaders should improve stress & morale in the work place to achieve maximum performance. A number of studies by Dr. Dennis Rose &
colleagues during 2001-2004 have found a very strong link between Organisational climate & employees' reactions such as stress levels, absenteeism, commitment & participation.

In the study “The Job Satisfaction Job Performance Relationship – A qualitative Review Vol 127(3) by Judge Timothy. A & others provide a qualitative & quantitative review of the relationship between job satisfaction & job performance. The review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance.

Christopher P. Parker (2003) Dept. of Psychology, Northern Illinois University U.S.A in his article “Relationship between Psychological climate perceptions and work outcomes: A Meta-Analytic review found that psychological climate perceptions of their work environment does have significant relationships with individual’s work attitudes, motivation & performance.

Another article by James Griffith (2004) titled “Relation of principal transformational leadership to school staff job satisfaction, staff turnover & school performance- Journal of Educational Administration Vol 42 issue 3 pp 333-356 reflects that there is direct effect of the leadership style of the principal to the school staff turnover and performance of the school. The transformational leadership had a negative impact on school staff turnover & positive impact on student’s achievement progress.

Onne Janssen & Nico W. Van Yperen (2004) in their study “Employees’ Goal Orientations the Quality of Leader – Member Exchange & the outcomes of job performance & job satisfaction”— in Academy of Management Vol 47 no.3 pp 368-384 show on the basis of the data collected from 170 employees that exchange between leader – member results in better job performance, innovation & better outcomes. Employees who have mastery over skills establish better & healthy interactions with their supervisors.

pp407-422 it is reflected that good leadership team climate results into innovations which would further result in to better performance of the organization.

Wai yen Chan Shun L & others (2008) in their article “Organisational& Personal Predictors of Teacher commitment: The Meditating Role of Teacher Efficacy & Identification with school” - American Educational School Journal Vol 45 No.3 pp597-630 show that a test of teacher commitment model. In this study the teacher's experience was studied in relation to perceived organizational politics & reflective dialogues, it was found that efficacy of teachers & their identification with the school were intervening the relation between the organizational politics & reflective dialogues, teaching experience & teacher commitment

Yvonne Brunetto & Rod Farrwharton (2008) in the article “Service delivery by local government employees post-The implementation of NPM: A social capital perspective – International Journal of Performance Management vol57 Issue 1, pp37-56 reflect that the relationship between the employees input & the output. The factors such as communication frequency mode content result into dissatisfaction, ambiguity in role with the customers.

In the article titled “The Relationship Between Organisational Climate & Job Satisfaction in a South African Information & Technology Organization by Monica L Castro & Nico Martins (may 2010) shows a strong positive correlation between organizational climate & the dependent variable of job satisfaction. The study provided support for the view that the line managers & human resource should be aware that different biographical groups have different needs that can influence their job satisfaction levels & different perceptions of the climate this impacts on their behaviour.

The study titled “Impact of Organisational climate on performance of college teachers in Punjab” by Syed Ahamad Raza (Oct 2010) found that majority of public college principals suggested that open climate was very highly and positively co-relative to teachers’ performance. It is recommended that teachers should be given chance to discuss their academic problems in groups, seminars & conferences.
Another article by Brenda C Voris (2011) "Teacher Efficacy, Job satisfaction & Alternative Certification in Early Career Special Education Teachers - University of Kentucky reveals that the number of students who need special education is rising & therefore they should be given the education according to their needs for which there is need of quality teachers with proper efficacy who can give the right education to these children. The teachers’ job satisfaction does have a strong impact on the achievement of the students.

Another article appeared in PTI London titled “Variety key to Job Satisfaction says new study dated June 3, 2011 suggests that liberty to employees result into reduced stress level & better performance. Participation of workers, sharing the information with them results into job satisfaction.

A further study by Rousseau & Denisem on organizational climate & culture in Encyclopedia of occupational health & safety - International Labour Organization, Geneva (2011) reveals that organizational climate & Job satisfaction are closely related. Differences in function location & education create sub-cultures within the organization. Culture tends to be stable and resistant to change.

In another article by Stuart P appeared in Los Angeles Times dated 19 Dec, 2013 said that most employees do not use all of their vacation time, which indicates the level of the job dissatisfaction. Right Management a career & talent management firm said that this is the third consecutive year where they worked rather than taking a paid vacation time. This number was 69% & 70% in 2011-12.