



**IJMRBS**

ISSN: 2319-345X

# **International Journal of Management Research and Business Strategy**

[www.ijmrbs.org](http://www.ijmrbs.org)



**E-mail**  
[editor@ijmrbs.org](mailto:editor@ijmrbs.org)  
[editor.ijmrbs@gmail.com](mailto:editor.ijmrbs@gmail.com)

## **A study of Impact of Organisational climate on Job satisfaction in IT companies in India**

**R. Guru Prasad**, Research Scholar, Department of Commerce and Management, YBN University, Ranchi, Jharkhand

**Dr. Devendra Kumar Ojha**, Asst.Professor, School of Commerce & Management, YBN University, Ranchi, Jharkhand

### **Abstract:**

This study is aimed to analyze the impact of organisational climate on employee performance in the city of Hyderabad. A questionnaire was developed based on previous literature and analysis was done to determine the normality, reliability and validity of the scale. The independent variables in organisational climate in this research include role clarity, communication, career and development, reward system, relationship, teamwork and support and direction, while the dependent factor is the employee performance.

The research design adopted in this study was combination of explanatory and descriptive with the method of cross sectional survey by distributing survey questionnaires, consisting 48 questions with Likert Scale (Strongly Agree -1 and 7 for Strongly Disagree). The sample size of the study was 45 which were collected using Random Probability sampling method. SPSS 2.0 was used in analyzing the collected data by using descriptive means and regression. This study found that all the selected organisational climate dimensions in this research have a positive and significant impact on employee performance from the regression test in SPSS 2.0. The beta coefficients for all the dimensions of organisational climate in this study are positive and high indicating the strong impact on employee performance.

Statistical inferences based on results of the analysis were made as to whether or not there were significant relationships between the dependent and independent variables utilized in the study; in this case organizational climate, technological innovation and job satisfaction. The study collected data from primary source using the questionnaires. The questionnaires contained closed ended questions which were on a 5-pointlikert scale so as to permit more direct comparability of the responses and eliminate question/statement variability, indicating the

extent to which individual questions or statements (items) were operationalized to reflect the intended variables and enable respondents to provide quantifiable information.

**Key words:** organisational climate-employee performance- organizational climate, technological innovation and job satisfaction

### Introduction:

In this study content validity of the construct (composing, wording) measurements (of questionnaire items) will be of concern from early stage of questionnaire development. To ensure validity of the instrument, the study thoroughly reviewed the relevant literature, to enable development of an initial list of items representing each of the study's constructs. Then this list of items was modified based on recommendations from the supervisor.

Cronbach's Alpha test was used to determine the internal consistency of the data. According to Davidson (1996), a score over 0.70 is deemed suitable for the study. Hence this was used as a benchmark to ascertain the reliability of factors obtained from the likert scale in the questionnaire. Examination reliability results above indicated that organizational performance had  $\alpha = 0.791$ , employee motivation  $\alpha=0.913$ , training and development was  $\alpha=0.871$  while organizational climate had  $\alpha= 0.870$ . According to Davidson (1996) reliability estimates falling between 0.60 and 0.70 represent the lower limit of acceptability. Thus, on this basis all constructs exceeded this recommended level and therefore the specified influencers were sufficient in their representation of the constructs.

### Organizational performance:

This section was necessary for the study for the purposes of establishing the specific influencers of employee productivity that influence organizational performance. A 5 point likert scale was used to collect data which signified the extent to which the respondents agreed with the proposed items in the questionnaire. On the 5 point likert scale 1 represented strongly disagree and 5 which was the maximum represented strongly agree.

H01: There is no significant impact of Organisational Climate on employee Job satisfaction

**Table 5.1** Organizational performance and employee Job Satisfaction

Factors	Mean	Std. Deviation
Achievement of organizational profit goal	4.26	1.02
Efficiency functioning in the best possible manner of employees	4.45	1.04
Effective Producing the intended	4.75	0.98
Productive employee generates high return on investment	4.64	0.97
Direct link between organizational increased market share to individual productivity	4.84	1.05
Shareholder return is supported by how employee strategizes	3.98	1.09
Performance influences customer satisfaction	4.87	0.89
Profitability has increased due to employees' performance	4.76	0.96
AVERAGE	4.87	1.03

Source: Data compiled from the field survey

Table 5.1 The findings according to the respondents agreed to most of the statements as shown by their average mean score of 4.87 and standard deviation of 1.03. They strongly agreed that employee performance Achievement of organizational profit goal as shown by mean of 4.26, Efficiency functioning in the best possible manner of employees 4.45, Effective Producing the intended 4.75, and Productive employee generates high return on investment.4.64 These findings correspond with the indicated that there is a strong relationship between high level of employee performance and high customer satisfaction and advocacy in businesses in the service industry. The banks which have high level of employee productivity have higher profitability and improved financial performance.

#### Organizational climate:

The study further sought to establish the influence of organizational climate on employee productivity and subsequent effect on organizational performance of the bank. The scale consisted of six items.

**Table 5.2** Organisational climate and Job satisfaction

Factors	Mean	Std. Deviation
Perceptions, feelings, attitudes and views of employees	4.87	1.04
Internal process climate influences employee's	4.67	1.06

productivity		
Collaborating with a capable management.	4.85	0.99
Working with compliant, pleasant coworkers.	4.56	0.91
Conflict levels and resolution strategies.	4.51	1.03
Having faith in the relevant records.	3.65	1.09
Employee obligation.	4.49	0.86
Operational guidelines.	4.89	0.95
Overall	4.68	1.07

Source: Data compiled from the field survey

As shown in Table 5.2 above, the respondents agreed that organizational climate influence organizational performance as shown by the overall mean of 4.68. They agreed that a good organizational climate have a positive influence on employee's productivity Perceptions, feelings, attitudes and views of employees 4.87 that a well checked group climate ensures less absenteeism, improved participation and work commitment hence high productivity as shown by a mean of 4.52; that internal process climate influences employee's productivity and perceptions, feelings, attitudes and views of employees affect employee productivity and organizational performance as shown by a mean of 3.898 and 3.877 respectively. These findings have a significant relationship between organizational climate and employees' behaviour such as level of stress, work commitment, absenteeism, and participation. On the contrary, the respondents were neutral in regard to whether rational climate could lead to low resistance to change and whether enthusiasms, excitement and happiness is usually felt in their organization, though their responses were varied as indicated by a standard deviation of 1.07.

### The reliability of the Research Instrument

**Table 5.3: Reliability Test Results**

Variable	No of Items	Respondents	$\alpha$ =Alpha	Comment
Performance of employees	6	480	0.896	Reliable
Recruitment and Selection	6	480	0.889	Reliable

Training and Development	6	480	0.865	Reliable
Performance management	6	480	0.876	Reliable
Reward systems	6	480	0.868	Reliable
HRM policy	6	480	0.987	Reliable

Source: Data compiled from the field survey

Table 5.3 The reliability of the information collection instrument was evaluated using the internal consistency measurement of Cronbach Alpha. The results stated that the IT companies output had a 0.883 coefficient, recruitment and selection had a 0.889 coefficient, training and development had a 0.865 coefficient, performance management had a 0.876 coefficient, Reward System had a 0.868 coefficient, and HRM policy had a 0.987 coefficient. All variables had Alpha values above 0.7 from Cronbach. Therefore, the research found that to capture the variables, the scales used in this research were accurate.

### Recruitment and Selection

The study's first objective was to investigate the effect of recruitment and selection on telecommunications industry performance in Kenya. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different recruitment and selection statements.

**Table 5.4: Recruitment and Selection**

Statement	Mean	Std.Dev
Recruiting competent candidates	4.03	0.46
Utilization of external sourcing of employees fosters cost efficiency	2.45	1.19
Sufficient number of employees ensures effectiveness and Better job performance.	3.87	0.75
Internal selection and recruitment enhances employee motivation	3.85	0.93

Internal selection fosters team work and employee cooperation	3.97	1.05
Retaining of employees enhances customer satisfaction	3.86	1.08
<b>Average mean score</b>	<b>3.76</b>	<b>0.98</b>

Source: Data compiled from the field survey

Table 5.4 stated that the participants agreed with the assertion that: recruiting competent candidates ensures efficiency within the firm, 4.03 agreed that having sufficient number of employees ensures there is effectiveness and better job performance 3.87 agreed that Internal selection and recruitment enhances employee motivation hence better productivity, 3.85 agreed that Internal selection fosters team work and employee co-operation within the firm.

The general mean of the answers was 3.76 using a five-point likert scale mean, which suggests that the majority of participants agreed with the recruitment and selection statements. In addition, the standard deviation of 0.98 shows variations in the responses. The results are compatible with that employee retention has a significant effect on recruitment channels. Similarly, found that recruitment and choice effect firms' performance significantly. The results imply that recruitment and selection affect IT industry efficiency.

### Training and Development

The study's second objective was to determine the effect of training and development on IT industry performance in India. Using a five-point likert scale, the research attempted to understand the level of agreement of the participants on different statements concerning training and development.

H02: There is no significant impact of Organisational Climate on Training and Development

**Table 5.5: Training and Development**



Statement	Mean	Std.Dev
Employee learning enhances the efficiency	4.99	0.85
Increasing employee training and development better customer service	5.00	0.78
employee training and development fosters efficiency and productivity	3.86	0.88
Training and development enhances the overall workforce productivity.	5.07	0.79
Training and development promotes better knowledge awareness	5.16	0.92
management overall efficiency and cost reduction	5.11	0.89
<b>Average mean score</b>	<b>5.03</b>	<b>0.89</b>

Source: Data compiled from the field survey

Results in Table 5.5 indicated that majority of the respondent's statement that fostering employee learning enhances the efficiency within the firm 4.99 agreed that increasing employee training and development 5.00, fosters better customer service which serves in enhancing brand image while 3.86 agreed that implementation of employee training and development fosters efficiency and productivity within the firm. Further, 80.4% of the respondents agreed that training and development of personnel enhances the overall workforce productivity, 5.16 agreed that training and development of personnel promotes better knowledge awareness which is key to product/service innovation agreed that training and development fosters better time management hence overall efficiency and cost reduction.

The general mean of the answers was 5.03 using a five-point likert scale mean, which suggests that most participants agreed with the training and development statements. In addition, the standard deviation of 0.89 shows variations in the responses. The study findings concur with those that training and development have a beneficial effect on the performance of employees.



The implication of the results is that IT sector performance in India is influenced by training and development. It is probable that increased training and development will enhance the efficiency of companies. The results also indicate that a significant element of human resource management is training and development.

**Table 5.6 : Performance Management**

Statement	Mean	Std.Dev
Employee efficiency within the firm.	3.96	1.65
standards for employees enhance the attainment	4.09	0.98
Performance management enhances organizational productivity.	3.98	1.35
communication between employees and Management motivation	4.82	0.89
effectiveness result in better customer satisfaction.	4.15	0.99
effective planning in the organization	4.76	1.19
<b>Average mean score</b>	<b>4.67</b>	<b>1.15</b>

Source: Data compiled from the field survey

Results in Table 5.6 showed that Employee efficiency within the firm 3.96 agreed with the statement that standards for employees enhance the attainment of organization goals 4.09 agreed that Performance management enhances organizational productivity 3.98 agreed that communication between employees and Management motivation 4.82.

Further, 82.2% agreed that performance management fosters communication between employees and management which fosters employee motivation. Further, 80.4% of the respondents agreed that performance management enhances effectiveness within the firm which may result in better customer satisfaction. In addition, 71% agreed that performance management fosters effective organizational planning.

Using a five-point likert mean, the general mean of the answers was 3.77, indicating that most participants agreed with the performance management statements. In addition, the standard deviation of 0.96 shows variations in the responses.

The implication of the results is that IT industry performance in India is influenced by performance management. Improving performance management is likely to improve the performance of companies. It also implies that a significant element of human resource practices is performance management.

### Reward System

**Table 5.7: Reward System**

Statement	Mean	Std.Dev
Better rewards systems offer an incentive enhances efficiency within the firm.	4.87	0.88
employee motivation which allows for better workforce productivity.	5.07	0.78
incentive for employee retention enhances the organization knowledge capacity.	5.00	0.68
performance which enhances the competitive edge of the firm hence marketshare.	5.12	0.76
The organization values individual excellence over team work	3.34	1.19
reward system is managed in the organisation is fair	4.55	1.24
<b>Average mean score</b>	<b>4.66</b>	<b>0.97</b>

Source: Data compiled from the field survey

Results in Table 5.7 showed that the Better rewards systems offer an incentive enhances efficiency within the firm. 4.87 agreed that rewards and compensation foster employee motivation which allows for better workforce productivity while 86.2% agreed that rewards

and compensation act as an incentive for employee retention which enhances the organization knowledge capacity.

Further, 86% of the respondents agreed that rewards and compensation foster employee performance which enhances the competitive edge of the firm hence market share, 64.5% agreed that the way the reward scheme is managed in the organisation is fair; however, 59.8% disagreed that the organisation values individual excellence over teamwork.

The general mean of the answers was 4.66 using a five-point likert scale mean, which suggests that the majority of participants agreed with the reward system statements. In addition, the standard deviation of 0.99 shows variations in the responses.

### HRM Policy

The study's objective was to determine the moderating effect of HRM policy on the connection between human resource management practices and telecommunications industry performance in India. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different HRM policy statements.

**Table 5.8: HRM Policy**

Statement	Mean	Std.Dev
organization has well elaborated HR procedures	5.33	0.97
has a well-developed HR information system	5.37	0.98
elaborate employment law	5.20	1.12
has a policy on employee training	5.15	0.78
Employee reward	5.10	0.98
employee recruitment and selection	4.96	0.76

policy on managementperformance	5.03	1.14
<b>Average mean score</b>	<b>5.14</b>	<b>1.02</b>

Source: Data compiled from the field survey

Results in Table 5.8 indicated that most of the participants 88.8% agreed with the assertion that: our organization has well elaborated HR procedures, 87.9% agreed that our organization has a well-developed HR information system, 80.3% agreed that the telecommunication industry has an elaborate employment law while 84.1% agreed that our organization has a policy on employee training. Further, 85% of the respondents agreed that our organization has a policy on employee reward, 90.6% agreed that our organization has a policy on employee recruitment and selection while 81.4% agreed that our organization has a policy on management performance.

The general mean of the answers was 5.14 using a five-point likert scale mean, which suggests that the majority of participants agreed with the statements on HRM policy. In addition, the standard deviation of 0.92 shows variations in the responses.

The study dependent variable is IT industry performance in India. Using a five-point likert scale, the research attempted to understand the level of agreement between participants on different statements related to telecommunications industry performance.

**Table 5.9: The Performance of IT companies**

<b>Statement</b>	<b>Mean</b>	<b>Std.Dev</b>
The profitability affected by its human resource management practices	3.54	0.99
Effective human resource management practices increases market share of a firm	4.99	0.89
higher employee productivity	4.74	0.96
Better cost-efficiency	5.03	0.97
practices enhances the firm's brand image	4.54	0.98

to improved customer satisfaction	4.65	0.99
<b>Average mean score</b>	<b>4.71</b>	<b>0.99</b>

Source: Data compiled from the field survey

Table 5.9 indicated that majority of the respondents The profitability affected by its human resource management practices 3.94 agreed with the statement that the profitability of the organization is affected by its human resource management practices, Effective human resource management practices increases market share of a firm 4.99 agreed that effective human resource management practices increases the market share of a firm that effective human resource management practices result to higher employee productivity.

Using a five-point scale likert mean, the overall mean of the responses was 4.71 which indicates that majority of the respondents agreed with the statements about performance of telecommunication industry. Additionally, the standard deviation of 0.99 indicates that the responses were varied.

These findings imply that HRM practices are important in influencing the performance of telecommunication industry. Therefore, telecommunications companies should pay attention to the different HRM methods including recruitment and choice, training and growth, performance management and scheme of reward. Improvement of these practices is likely to enhance the telecommunication firms' performance.

**Table 5.10: Multicollinearity Results**

<b>Variables</b>	<b>VIF</b>
Employee Recruitment and Selection	4.830
Employee Training and Development	8.549
Performance Management	4.255
Reward System	6.805
HRM policy	5.097
<b>Average VIF</b>	<b>4.9072</b>

Source: Data compiled from the field survey

Table 5.10 To test for multicollinearity, the research used Variance Inflation Factor (VIF). VIF values above 10 are an indication of the existence of multicollinearity.

### Normality Test

**Table 5.11: Kolmogorov-Smirnov and Shapiro-Wilk Tests**

Kolmogorov-Smirnova			
	Statistic	df	Sig.
Organizational Performance	0.132	108	0.075

Source: Data compiled from the field survey

Using Smirnov-Kolmogorov and Shapiro-Wilk, residual normality was screened. Since the amount of observations was higher than 100, the Kolmogorov-Smirnov test was regarded. Results presented in Table 5.11 shows that, since the p value of  $0.062 > 0.05$ , the data is normally distributed. Therefore, there is no rejection of the null hypothesis of no normal distribution.

**Table 5.12: Heteroscedasticity Test**

Breusch-Pagan-Godfrey	
F-statistic	20.4905
Prob. F(4,102)	0.145

Source: Data compiled from the field survey

Breusch-pagan Heteroscedasticity testing was used. The null hypothesis in the experiment is that there is a steady (homoscedastic) variation in error terms. The findings in Table 5.12 show that, considering that the p-value is higher than 0.05 (0.107), the error terms are homoscedastic. Therefore, there was no rejection of the null hypothesis of constant error terms.

**Table 5.13: Correlation Results; Recruitment and Selection**

Organizational Performance			Recruitment & Selection
Organizational Performance	Pearson Correlation	2.000	
	Sig. (2-tailed)		

Recruitment & Selection	Pearson Correlation	.873**	2.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			

Source: Data compiled from the field survey

Table 5.13 indicate the correlation results between recruitment, selection and the performance of IT industry in India. The findings disclosed a positive and significant connection between IT firms' recruitment and selection and performance ( $r=0.873$ ,  $p=0.000$ ). This means that both recruitment and selection and performance of telecommunication firms change in the same direction. Further, the correlation coefficient of 0.783 revealed a strong association between recruitment, selection and IT firms' performance.

### Training and Development and Organizational Performance

**Table 5.14: Correlation Results; Training and Development**

Organizational Performance			Training & Development
Organizational Performance	Pearson Correlation	2.000	
	Sig. (2-tailed)		
Training & Development	Pearson Correlation	.952**	2.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			

Source: Data compiled from the field survey

Results in Table 5.14 indicate the correlation results between training development and the performance of IT industry in India. The results revealed that there is a positive and significant association between training development and performance of IT firms ( $r=0.839$ ,  $p=0.000$ ). This means that both training development and performance of IT firms change in the same direction. Further, the correlation coefficient of 0.839 revealed a strong association between training development and performance of IT firms.



## Performance Management and Organizational Performance

**Table 5.15: Correlation Results; Performance Management**

Organizational Performance			Performance Management
Organizational Performance	Pearson Correlation	2.000	
	Sig. (2-tailed)		
Performance Management	Pearson Correlation	.830**	2.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			

Source: Data compiled from the field survey

Results in table 5.15 indicate the correlation results between performance management and the performance of IT industry in India. The results revealed that there is a positive and significant association between performance management and performance of IT firms ( $r=0.730$ ,  $p=0.000$ ). This means that both performance management and performance of IT firms change in the same direction. Further, the correlation coefficient of 0.730 revealed a strong association between performance management and performance of IT firms.

### Findings and Suggestions:

IT companies will need to adapt in the gig economy and find ways to provide job satisfaction whilst still ensuring to maintain the labor laws that will allow for flexibility of employees.

The organization should continually conduct training to inform their employees on their numerous happenings and different innovative ideas so as to enable them to select the most suitable in accordance with a specific situation and apply it for the good of the company.

The organization should carry out a research within their client database in order to determine the need for certain innovations so as to maintain the competitive edge.

The Human resource team should design a year plan regarding career development for all

categories of employees to ensure that they are given a fair opportunity to develop. They should design criteria for selecting the staff that are to be sent for career development and training, and administer these selection criteria fairly.

There should be a constant evaluation and review of various organizational events. There is a need of a monitoring system which could ensure timely completion of processes.

**Organizational climate has direct & positive relationship with employee commitment, job performance & job satisfaction:**

1. Make the reward system more attractive.
2. Maintain warmth relationship among the employees.
3. Enhance the support & commitment of employees with each other.
4. Build an employee's friendly organizational structure having open communication & better grievance redressal system.

**Minimize risk & conflict in organizational working:**

- Set standards that reveal the employee's latent talent thereby improving their performance.
- Provide more & better opportunities for career development & growth.
- Design & provide modern & relevant training to the employees.
- Delegate required authority to the employees & enhance their decision- making skills.
- Make personnel policies more employees oriented.

**Organizational climate and achieving results:**

In today's time organizations are facing various challenges than ever before. As these challenges are not specific to any particular organization, all organizations irrespective of their structure and size have to cope up with the challenges. Organizations are in front of irresistible challenges such a talent shortage, work life balance, managing diverse work force, innovative supply work patterns that encourage job satisfaction. The relationship between organizational climate and achieving results has become more integrated. Fostering a positive climate is no longer an attractive choice but rather has become imperative.

Organizational climate is regarded as the most important significant factor for effectiveness of organization. Organizational climate portrays characteristics of an organization. Organizational climate has a foremost influence on organizational effectiveness as it has impact on employee's

motivation and job satisfaction and employee commitment. Organizational climate generates certain kinds of expectations about consequences of different actions. People working in the organizations develop certain expectations and realizations of these expectations are based on how they perceive organizational climate in satisfying their needs. Hence, individual satisfaction or dissatisfaction is determined by kind of environment organization offers to their employees. As individual satisfaction determines his/her efficiency, organizational climate directly relates to individual performance.

### **Organizational climate affects individual performance, satisfaction and their attitudes:**

Organizational variables can function as control systems in both a positive as well negative sense by giving the understanding of what sort of behaviour are rewarded, reprimanded or ignored. Behaviour of individual is influenced by organization by associating direct rewards or punishments to different behaviours. Different values assigned to behavioural outcomes would then influence the individual behaviour interested in those particular values.

Individual behaviour may get affected by organizational variables through self- evaluation and evaluation of others which influence behaviour.

Factors of the organization act as stimuli, which influence an individual needs and thus motivates an individual. The need will make individual active and thereby affect his level of performance.

Individual form perception about the organization based on organizational variables. This perception then influences individual behaviour. The human resources are the main challenge as well as important competitive advantage for any organization.

The technology can be procured and imitated but the people cannot be. This makes the human resources unique and indispensable factor for any organization. The human resources and the way they are managed represent the competitive advantage of organization. Organizations in order to carry on and beat their competitors, they have to continuously try to better their performance. Today organizational climate is gaining importance than ever before because organizations need to make sure that they value the individuals who put all their efforts for the advantage of the organization and want to stay in the organization.

In the changing scenario of job market where there is more diverse work force, readiness of younger employees to move to another better job, technological up gradation creating healthy, open, innovative and flexible organizational climate is the greatest challenge. HR professionals in today's time has to face challenges in formulating and implementing Human Resource policies to maintain or enhance bank employee's productivity and their job satisfaction.

The study provides an insight in to the existing organizational climate and its impact on employee's job satisfaction. The study identified various dimensions of organizational climate. The analysis revealed positive correlation between organizational climate, its various dimensions and job satisfaction. Employees are the most important and unique assets of any organization. No organization can survive, grow or succeed without its employees.

### **Conclusion:**

Employee's job satisfaction their performance, motivation, commitment is highly influenced by the Climate of organization. So every organization should put the efforts to improve and create healthy climate for its employees. The study findings lead us to the conclusion that there is significant difference in selected aspects of organizational climate and job satisfaction and commitment. The data analysis has indicated that there was difference in selected public and private sector banks respondents regarding opinion about difficulty in adjusting to the existing Organizational climate and Organizational climate affect health adversely. Further the findings of the study also led to conclusion that there was no difference in perception of organizational climate and job satisfaction level of male and female employees.

Designation of employees was also independent in perception of organizational climate but there was difference in their job satisfaction. There was significant difference in perception of organizational climate and job satisfaction of Post graduates and graduates. Post graduates have more positive perception of organizational climate and are highly satisfied than graduates. There are various significant crucial and apparent implications of the research study.

### **References:**

1. Kuldeep Kaur &Dr. Gurpreet Randhawa (2022), Perception of Organizational climate of manufacturing enterprises in Amritsar: An empirical study, Business Analyst, Volume 31, issue 1, 177-190.

2. Abubakr M. Suliman, Hanan Al Obaidli (2019), Organizational Climate and turnover in Islamic banking in the UAE, *International Journal of Islamic and Middle Eastern Finance and Management*, Volume 4, Issue 4, 308-324.
3. Ashish Mathur & Meeta Nihalani (2011), A study of organizational climate for the handicrafts industry of Jodhpur, *SIES Journal of Management*, Volume 7, Issue 2, 37-45.
4. Jianwei Zhang, Yuxin Liu (2010), Organizational climate and its Effects on Organizational Variables: An Empirical Study, *International journal of Psychological studies*, Volume 2, Issue 2, 189-201.
5. Victoria Bellou & Andreas Andronikidis (2009) Examining organizational climate in Greek hotels from a service quality perspective, *International Journal of Contemporary Hospitality Management*, Volume 21, Issue 3, 294- 307.
6. Rekha Nair (2006), Climate studies and associated best practices to improve climate issues in the workplace, *Proceedings of Women in Engineering Programs and Advocates Network Conference*.
7. S.N Biswas (1993), Perceptions of Organizational Climate and Effectiveness: A Comparative study of District co-operative Banks and Regional Rural banks, *Indian Journal of Industrial Relations*, Volume 28, Issue 3, 225-237.
8. K.B. Akhilesh, S. Pandey (1986), A Comparative study of Organizational climate in two banks, *Indian Journal of Industrial Relations*, Volume 21, Issue 4, 456-461.
9. T. Venkateswara Rao & S. N. Chattopadhyay (1974), A Study of the Perceptions of Organizational Climate by the Employees of Small Industries, *Indian Journal of Industrial relations*, Volume 10, Issue 1, 55-67.