A STUDY ON INFLUENCE OF ORGANIZATIONAL CLIMATE ON EMPLOYEE COMMITMENT AND JOB SATISFACTION AT COFFEE MANUFACTURING UNIT, KODAGU

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Abstract—*This research paper examines the influence of the organization's overall organizational climate on employee performance. It is a detailed study on preparing the organizational climate to compete and reach its future goal in stability of business environment. Organizational climate refers to the perceptions of employees about their business environment or internal work setting of their organization. A good climate is a prerequisite for the success of every organization. It is important to ensure a good organizational climate for job performance of employees. The key is to improve the employee performance within the organization, as we know that employee is the most crucial capital that can support the sustainability of an organization. The study aims to find out the influence of organizational climate on employee performance in coffee manufacturing industry. We analyse the relationship between organizational climate and employee performance. Organizational climate or atmosphere in workplace has impact on employee's motivation, behaviour, attitudes, and potential, which in turn is predicted to Organizational productivity. The organization lacks on certain factors like communication and trust. If these factors given little more care, the company can maintain a good working environment with high level of satisfaction, devotion, commitment, and involvement. Questionnaire method has been used to collect data. Finally, the results and suggestions related to the analysis revealed that, various factors of organizational climate influence the employee performance and motivates them.*

Keywords—*Employee Performance, Manufacturing Industry, Organizational Climate, Organizational Commitment, Working Environment.*

INTRODUCTION

Coffee Plantations are a people intensive business, mentioning a broadness of ability that sets aside an extremely long effort to perfect. Organization's associates are talented in each piece of social exercises – from manuring the blossoming plants to perfect levels, to picking the red prepared fruits at the ideal time. An employee is second and third era employees who are working with commitment and experience, yet a durable home. They show fantastic individual duty and colossal satisfaction, at the quality and amount of yearly reap. Organizational commitment obligation expects a significant job an affiliation. Worker's commitment is expected to improve the efficiency of unit. Definitive is a significant bit of a worker's mental state. Organizational commitment can impact organizational productivity and representative's government assistance. Singular connection with organization prompts takes great choice. Researchers clarified that commitment with organization is most significant factor is the quality of involvement with an organization. Representative's job satisfaction is that degree to which they are content with their movement women are less satisfied than men. Business perception of an individual towards their action and their tendency and different times of their movement agreeing one examination, individuals' content with their work, collaborators and benefit will be progressively content with their action then they will get greater satisfaction and happiness. Employee commitment and organizational climate and stated that individuals were the core of any venture because their thoughts, perspectives, and endeavours were key reasons for progress.

REVIEW OF LITERATURE AND GAP

Jeevan Jyoti, (2013), There has been a long-standing enthusiasm for the study of organizational climate among authoritative specialists. Its significance is mostly because of its theorized relationship to other authoritative marvels including work fulfilment, work execution, administration conduct and the nature of work bunch collaboration. Research

on the commitment of individuals, the executives to hierarchical execution results, for example, efficiency and benefit has been identified with an atmosphere of fulfilment in the working environment. Job involvement alongside working atmosphere assumes a fundamental job in holding the workers by upgrading their dedication towards the association. The current paper estimates effect of Organizational atmosphere on work fulfilment, work duty and aim to leave with the assistance of relapse investigation and an endeavour has been made to see the factor-wise impact of Organizational atmosphere and employment fulfilment on work responsibility and expectation to leave.

Lakshmanan (2014) had studied the organizational climate and employee performance. The study had used various organizational climate dimensions such as, workers 'attitude, job characteristics, working conditions, personal policies, managerial structure and policies, performance –reward relationship, participative management, external influences, social values and new technology analysis. The findings of the study reveal that the organizational climate influences the effective performance of employees in an organization because it is related to motivation and job satisfaction.

Jegajothi (2015) had contemplated the connection between organizational climate and worker execution. The investigation distinguished that there is sure connection between organizational atmosphere and employee commitment and the authoritative atmosphere which rouses and increment the association viability. The investigation additionally found that working environment conduct, specialist profitability, work responsibility, work level, work status, advancement, representative preparing and worker rewards and so forth have the positive relationship with inspiration furthermore, execution of employees. The research shows that the work responsibility helps the employee to take a shot at a standard premise and great dynamic.

NEED FOR THE STUDY

- The study is undertaken to know the skills knowledge attitudes and values attributes of an employee and how satisfied with their work.

- All companies should want their employees to be engaged.

- To know the efforts of employee towards the organization for progress of productivity of an organization.

- To know the work and methods and steps carrying beyond the units and how organization influencing on employees and contributions and attributes towards them to achieve the target of an organization.

STATEMENT OF THE PROBLEM

Different researches uncovered various advantages of good organizational atmosphere. For instance, factor, for example, trust among employees and the organization get affected by the organizational atmosphere. Till now the assembling business faces certain challenges in actualizing and enacting the gathering constantly in their anxiety for this reason. The contentions looking by a worker for commitment in their work environment. Researcher distinguished factors of organizational atmosphere affecting organizational execution and proposals to improve effectiveness of assembling industry were likewise given. Organizational atmosphere assumes such a basic job in organizations and impacts employees' recognitions, which impacts on their practices', the motivation behind this investigation is to contribute to the current writing in endeavouring to comprehend whether a relationship exists between organizational atmosphere and job satisfaction in an espresso producing industry data and worker's challenges and their dissatisfaction towards an organization.

OBJECTIVES OF THE STUDY

- To study the various facilities provided to employees by the organization.

- To study the degree of organizational atmosphere by employees with more involvement in the organization and those with less involvement in the organization.

- To know their degree of satisfaction and commitment and involvement in their workplace

SCOPE OF THE STUDY

The scope of the research is to increase a knowledge into organizational atmosphere winning at the Kodagu coffee manufacturing unit, and furthermore to watch the level of satisfaction levels of the employees in the organization. This investigation is an endeavour to discover the main driver of issues identified with employees with organizational atmosphere and job satisfaction. Business and employee anticipate positive organizational atmosphere.

RESEARCH DESIGN

SAMPLING

The sample size will be based on a non-probability sampling. In non-probability sampling not all the members of the population will be given a chance of participating in the study.

- **Sample size:** The sample size preferred for this study is around 100-120 respondents who would take part in our research.

- **Area of operation:** The research is conducted in Kodagu.

TOOLS FOR DATA COLLECTION

Both primary and secondary data are taken into the account for data collection.

- **Primary sources**: The primary data in the information will be collected through respondent using well-structured questionnaire.

- **Secondary sources:** Secondary data are those data which are already been collected by someone who have already been through statistical persons, this study is also uses data and information from journal and magazines, internet, and books etc.

DATA ANALYSIS

The data and literature collected will be analysed. Tables and graphs will be used to present data. Choosing coffee industry and contribute to growth of industry through employee's commitment and through satisfying their needs. From its inferences will be drawn and conclusion will be derived.

STATISTICAL TOOL USED FOR DATA ANALYSIS

Percentage analysis will be used to analyse the data of the study.

LIMITATIONS OF THE STUDY

- The study is confined to a finite period.

- The study is an opinion survey.

- The results fully depend on the information given by the respondent.

- Another limitation is that the researcher has confined his study area only to the coffee manufacturing industries in Kodagu Region.

DATA ANALYSIS AND INTERPRETATION: -

Data analysis is a procedure of reviewing, purging, changing, and demonstrating information with the objective of finding helpful data, illuminating ends, and supporting dynamic. Data analysis has various aspects and approaches, including assorted procedures under an assortment of names, and is utilized in various, science, and sociology spaces.

TABLE 1: AGE OF RESPONDENTS

S.No.	Particulars	No. of Respondents	Percentage
1	18 – 24	75	73.5%
2	25 – 34	22	21.6%
3	35 – 44	3	2.9%
4	45 Years Above	2	2%
	Total	102	100%

INTERPRETATION

From the above table, we can assume that most of the respondents' 25. 78% of the respondents are under 25 in middle the age between 26 to 30 .14% of the respondents. Lowest people responded were in the age group of 36 to 40. 2% and none of the respondents were above the age of 41 are responded.

TABLE 2: GENDER OF THE RESPONDENTS

S.No.	Particulars	No. of Respondents	Percentage
1	Male	48	47.1%
2	Female	54	52.9%
3	Others	0	0%
	Total	102	100%

INTERPRETATION

Hence from the table we can understand that female respondents are more, and male respondents are less than female respondents. Here most of respondents are female respondents.

TABLE 3: EDUCATIONAL QUALIFICATION OF THE RESPONDENT

S.No.	Particulars	No. of Respondents	Percentage
1	SSLC	2	2%
2	PUC	10	9.8%
3	UG	26	25.5%
4	PG	55	53.9%
5	Others	9	8.8%
	Total	102	100%

INTERPRETATION

By looking at the table we can able to understand the educational level of respondents. 54% of the respondents are post graduate, 26% are graduates, 10% are in secondary level education and 2% are primary level education level. 9% respondents are in another category.

TABLE 4: EXPERIENCE IN PRESENT ORGSANIZATION

S.No.	Particulars	No. of Respondents	Percentage
1	0 – 5	86	84.3%
2	5 – 10	11	10.8%
3	10 – 15	3	2.9%
4	15 Years above	2	2%
	Total	102	100%

INTERPRETATION

From the table we can understand that most of the respondents 84% have experience below 5 years. 11% of the people having experience between 5 to 10 years. 3% to 2% respondents having higher experiences 10 to 15 years and above.

TABLE 5: ORGANIZATIONAL CLIMATES ON EMPLOYEE MOTIVATION

S.No.	Particulars	No. of Respondents	Percentage
1	Strongly disagree	14	13.7%
2	Disagree	12	11.8%
3	Neutral	21	20.6%
4	Agree	47	46.1%
5	Strongly agree	8	7.8%
	Total	102	100%

INTERPRETATION

Through this table it is easy to understand whether the organizational climate Impact on employee motivation. 46% respondents are agreed that organizational climate impact on employee's motivation. 20% respondents are believed in average level. 8% Respondents are strongly agreed towards the result. 14% respondents are strongly disagreed that there is nothing impact on employee motivation by an Organization.

TABLE 6: ORGANIZATIONAL PERFORMANCE OUTCOMES

S.No.	Particulars	No. of Respondents	Percentage
1	Strongly disagree	7	6.9%
2	Disagree	9	8.8%
3	Neutral	27	26.5%
4	Agree	52	51%
5	Strongly agree	7	6.9%
	Total	102	100%

INTERPRETATION

Through the table we can easily understand that there is employee's contribution towards Organizational performance outcomes is important. As 51% of the respondents agreed the statement and 26% of the respondents are average level. 9% respondents are not agreed the statement.

TABLE 7: EMPLOYEE COMMITMENTS AND LAYALTY

S.No.	Particulars	No. of Respondents	Percentage
1	Construct career	10	9.8%
2	Respect employee needs	20	19.6%
3	Clear communication	8	7.8%
4	All of the above	63	61.8%
5	Supervisor	1	1%
	Total	102	100%

INTERPRETATION

The above table shows that 62% of respondents agreed that employees need clear communication and respect employee's needs, carrier plans for increasing commitment and loyalty of employees.19% of respondents believed in option respecting employee needs. 10% and 8% respondents believed in option construct career and communication is important and 1% respondent responses only by supervising.

TABLE 8: ORGANIZATIONAL STRENGTH

S.No.	Particulars	No. of Respondents	Percentage
1	Strongly disagree	29	28.4%
2	Disagree	49	48%
3	Neutral	21	20.6%
4	Agree	2	2%
5	Strongly agree	1	1%
	Total	102	100%

INTERPRETATION

From the above data we can assume that 48% most of the respondents are not agreed that job satisfaction is not major for Organizational strength .and 28% respondents are strongly disagreed the fact. 21% respondent's responses in doubt full and 2% and 1% respondents are less agreed towards the fact.

TABLE 9: RELATIONSHIP OF COMMITMENT WITH JOB SATISFACTION

S.No.	Particulars	No. of Respondents	Percentage
1	Extrinsic factor	14	13.7%
2	Reward system	24	23.5%
3	Mediating variable	17	16.7%
4	Motivation	47	46.1
	Total	102	100%

INTERPRETATION

The above data shows that most of the employees responded 46% believes that Motivation enhances the relationship of commitment with job satisfaction and 23% of respondents agreed that reward system is a major factor. Others 14% and 17% of employee responses extrinsic Factor and mediating variable as major factor.

TABLE 10: REWARDS AND RECOGNITION

S.No.	Particulars	No. of Respondents	Percentage
1	Highly satisfied	16	15.7%
2	Satisfied	53	52%
3	Neutral	28	27.5%
4	Dissatisfied	5	4.9%
5	Highly dissatisfied	0	0%
	Total	102	100%

INTERPRETATION

The above data shows that most of the 52% employees are satisfied with their reward and recognition followed in their Organization. 27% of employees are in average level of satisfaction. 16% of respondents are highly satisfied and rest of the 5% of employees are not satisfied in their organization.

TABLE 11: SUPERVISOR FEEDBACKS

S.No.	Particulars	No. of Respondents	Percentage
1	Strongly disagree	9	8.8%
2	Disagree	8	7.8%
3	Neutral	33	32.4%
4	Agree	48	47.1%
5	Strongly agree	4	3.9%
	Total	102	100%

INTERPRETATION

The above data shows that most of the Respondents like 47% responses that supervisor feedback is essential to achieve the target. 32% of employees are responded in Neutral. 8% to 9% respondents are not agreed towards the statement.

FINDINGS: -

- The Female Respondents are more compare to male respondents as they are more interested towards the Organizational impact on their performances compared to male as they also responded but lesser than female respondents

- The youth's employees are more compared to elders who are working in the organization and more responded towards the survey.

- The graduates are responded more compared to other level of education as they are eligible to work in organization

- The youths are more attracted towards organization to work as their experience most of all is less than five years are founded in survey

- Most of the Respondents agreed that organizational climate will be impact on employee motivation as motivating factors are needed for organization.

- Most of the believed that the outcomes also depend on the working environment

- Half of the respondents agreed that their contributions towards productivity and profitability are also based on satisfaction of each employee.

- Most of them agreed that the factors like communication career plans are needed to increase the commitment and loyalty of employees

- Most of them are disagreed that only the satisfaction of job will not decide the Organization strength.

- As per survey opinion most of the employees are satisfied the reward and recognition followed in their organization

- As per survey most of the employees are satisfied in their work.

- Most of them believed that supervisors feedbacks are essential for employees for their development and to achieve their goal and few of them are not agreed because as they are facing conflicts in their management system.

SUGGESTIONS

- **Communicate and appreciate workers:** Communication was nonexistent and difficult   work was not acknowledged or recognized. This year will be the time of proficient communication and indicating improper commendation for a job very much done.

- **Learn to instruct:** Something we constantly take a stab at as an organization is to invest however much energy as could reasonably be expected on learning and personal growth.

- **Encourage an environment of acknowledgment:** It takes team-building encounters to cultivate acknowledgment. It assumes tight responsibility. It likewise takes ensuring that your team has confidence in building each other up.

- **Management should empower executives:** Put stock in the ability of their kin and give them the help they have to accomplish organizational objectives.

- **Inspire a culture of self-awareness:** With the goal for organizations to thrive and develop, every individual must have a reasonable perspective on their own arrangement of qualities and shortcomings.

- **Improve employee Independence:** Effective employees mention to you what they did, instead of requesting that what do. Pushing ahead throughout the following year, I am going to attempt to empower everybody in the organization to settle on their own decisions as opposed to looking to supervisors to settle on their decisions for them.

- Organize trips, family meets and fun games at work, use current machines, sanitation, and so forth to improve the physical environment.

CONCLUSION

It was observed that various variables of the organizational climate influence various aspects of employee performance. The administration of the organization should guarantee powerful usage of those projects so as to upgrade the nature of organizational climate and there by worker execution. Significance ought to be given for improving the inborn motivation of employees, among the components of organizational climate. It is recommended to execute compelling administrative policies for fortifying and keeping up the connection among climate and worker execution. The top administration should give its help to the employees and make communication with them to make heartfelt relationship and best work environment. In this examination is a valuable beginning stage to increase a more profound understanding into organizational climate factors and their effect on the representative execution. review results subsequent to testing the impact of job qualities on job satisfaction, organizational commitment and representative execution in development organizations, at that point it tends to be found that there are immediate impacts of positive and critical job attributes on job satisfaction level of administrative employees. The variety of abilities, task character, task hugeness, self-rule and criticism fundamentally impact the administrative level representative job satisfaction. The plan work in development organizations that performed with motivational methodology that incorporates the five components of mental job fundamentally impact job Satisfaction of administrative level employees.

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