

IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION: WITH SPECIAL REFERENCE TO SELECTED APPAREL SECTOR IN SRI LANKA

W.A.K.G. Sulochana¹, T. Agalyah² and M.A.C. Salfiya Ummah^{3*}

^{1,2} Research Scholar, South Eastern University of Sri Lanka

³ Senior Lecturer, South Eastern University of Sri Lanka

gayathrisulochana96@gmail.com, Agalyah67@gmil.com, salfiyau@seu.ac.lk

Corresponding author*

Abstract

This study aims to examine the impact of organizational climate on employee job satisfaction in apparel industry in Sri Lanka. Organizational climate is an important part of an apparel industry in Sri Lanka. It affects the level of job satisfaction of the employees since the satisfied employees provide quality service. Also, a favorable climate is directly impact on the organizational growth. Therefore, it is important to have a better organizational climate to any organization. The factors of organizational climate were identified from the previous studies as structure, responsibility, rewards and support. 180 sawing machine operators were selected as sample according to the simple random sampling technique. An structured-questionnaire was used to collect the data and analyzed using SPSS. Multiple regression analysis was done to test the hypotheses. As per the key findings of the study revealed organizational climate has significant positive impact on employee job satisfaction. This study helps managers to identify how various dimensions of organizational climate can impact for employee job satisfaction.

Keywords: Job Satisfaction, Organizational Climate, Responsibility, Rewards, Support

Introduction

Human resource is the heart of any organization because of their attitudes, ideas and efforts are the key causes for the success of an organization (Kassem, 2015). All organizations have a goal to attract and retain competent employees. For that, they need to satisfy their employees. Organizational climate is different from one organization to another (Emmanuel, 2018). Organizational Climate is one of the factors affecting the satisfaction of the employees (Chetna, 2021). Therefore, job satisfaction is one of the factors that support the achievement of an organization's success. Until now, job satisfaction is still an interesting and important issue to learn because it is very big influence both for the benefit of individuals as well as organizations and society (Riyanto, 2019). Sugiarto (2020) pointed that, the

organizational climate has a direct impact on the quality of work life, which is related to satisfaction and emotion.

Each organization has its unique organizational climate. Organizational climate is important because it decides the behavior and attitudes of employees towards their job. It affects the level of job satisfaction of the employees. Satisfied employees provide quality service. Also, a favorable climate is directly impact on the organizational growth. Therefore, it is important to have a better organizational climate.

Litwin and Stringer (1968), defined organizational climate ‘as a set of measurable properties in the work environment that are perceived by its members directly or indirectly and influence their behavior’. According to Chetna (2021), organizational climate is the human environment where employees perform their work, this understanding refers to the corporate environment. Accordingly, organizational climate is employee perception about the organizational conditions such as existing policies and procedures. The features in the organizational climate affects and motivate the behaviors of the members. To increase the performance of the organization and to maintain satisfy workforce it is important to create an appropriate organizational climate (Permarupan, 2014). Organizational climate consists with set of characteristics that distinguish one organization from another and affect the behavior of employees positively or negatively. A good organizational climate enhances employee loyalty, satisfaction, morale and productivity.

The job satisfaction of the employees is a very important factor in every organization. When employees are not satisfied with their job employee performance, productivity, interpersonal relationships as well as employee commitment become low (Adenike, 2011). Job satisfaction means one’s perception and evaluation of the job (Ahamad, 2018). Also, Gaunya (2016) defined job satisfaction is ‘an individuals’ positive emotion about the job and how he or she feels about his or her job’. When individuals’ expectations are not meet with the job, it arises job dissatisfaction as well (Adenike, 2011).

Scholars argued that organizational climate and job satisfaction are two different but related concept (Keuter, 2013). Organizational climate is employees’ perception about the attributes of the organization. On the other hand, job satisfaction is employees’ attitudes and perceptions towards their work (Castro, 2010). Organizational climate affects employee behavior (Vong, 2018). Many studies found there is a link between good organizational climate and employee satisfaction. They have argued that when employees are in positive climates, they are more satisfied with their job (Adenike, 2011). When there is a good working climate, employees are likely to work in there and also build employees loyalty and morale. As well as organizational climate can lead to employee dissatisfaction. Researchers have found that when employees are unhappy about their job structure, compensation policies, lack of feedback and lack of support from superiors can increase job dissatisfaction among employees (Adenike, 2011). Therefore, organizations realized to motivate and satisfied their employees it important to understand the nature of the organizational climate and its impact on employee behavior.

In the context of Sri Lankan organizational climate, there is no openness to give constructive criticism and there is no feeling free to express their ideas. Mainly employee relations are based on the leadership style (Ajantha, 2015). When consider about apparel industry in Sri Lanka employee turnover has become a burning issue. The garment industry suffered from a high labor turnover rate. This situation is a problem for organizations to survive (Rajapaksha, 2015).

Therefore, it's necessary to have a positive climate within the organization in order to enhance employee job satisfaction. So, in the end of this research identify the impact of organizational climate on employee job satisfaction in Sri Lankan context, with special reference to Brandix Essentials – Kahawatta.

Research Problem

Organizational climate is a major influence on employee motivation, commitment, performance and job satisfaction. Also, it is major motivating factor for employee satisfaction or dissatisfaction and ultimately affects the extent of the turnover (Kassem, 2015). The organizational climate is quite interesting due to its benefits for people, community, and also industry (Sugiarto, 2020); (Riyanto, 2019). Organizational climate is become more important today because every organization wants to retain and continue the individuals who add value to the organization (Gaunya, 2016). In an organization individual have different expectations and fulfillments, which depend on employee perception about the organizational climate whether it is suited or not according to their needs (Bhutto, 2012). Therefore, organizational climate is directly related with employee behavior. Organizational climate can directly affect organizational outcomes in positive or negative way (Ghosh, 2017). Positive outcomes are employee job satisfaction, motivation while negative outcomes are turnover, absenteeism and accidents. To prevent those negative outcomes, organizations need to identify what are the factors in the organizational climate that lead to employee satisfaction (Ghosh, 2017).

When employees see their expectations are not met with the job, it builds employee dissatisfaction. It decreases employee productivity, commitment and loyalty. Also, when employees are not satisfied with their job it negatively affects the employees' medical conditions. Lower job satisfaction creates emotional negatives of employees such as stress, disappointment and also bring headache and insomnia (Ghosh, 2017). It decelerates the workers job success secretly, affects productivity, increases employee turnover, arises occupational accidents and complaints (Adenike, 2011).

In the western context previous researchers have identified the impact of organizational climate on employee job satisfaction (Ahamad, 2018). A study explained, in Nigeria academic staffers are largely dissatisfied with their overall academic climate. Academics view their organizational climate as: unchallenging job, lack of feedback for performance, poor communication, lack of recognition and difficult to carry out duties. When above mentioned problems are perceived by employees, job dissatisfaction arise (Adenike, 2011). Ella, (2010) showed organizational climate largely influence for job satisfaction of employees in the apparel sector. Therefore, they identify apparel sector need to

further carry out conducive environment for machine operators to prevent their turn over and absenteeism etc.

Employees who are working in the apparel industry face so many problems. Because of that employee turnover rates are higher in the apparel industry. In order to retain employees, organization should focus on employee satisfaction as much as possible. When there is a better organizational climate, satisfactory performance can be expected. Most of the researches shown that organizational climate has a significant impact on individual job satisfaction. Sri Lanka has limited literature on organizational climate and job satisfaction with regard to the apparel industry. So, there is a research gap regarding this topic. Due to the lack of adequate literature showing the impact of organizational climate on employee job satisfaction it is necessary to find out evidence. Therefore, this study is conducted to identify the “Impact of organizational climate on employee job satisfaction in the apparel industry”.

Hence, it is important to identify what are the factors of organizational climate affect to enhance employee job satisfaction. So, at the end of this research will identify how organizational climate factors affects for employee job satisfaction in apparel industry in Sri Lanka.

Research Objectives

Main research objective

The main objective of this research is to identify the impact of organizational climate on job satisfaction of production level employees in apparel industry in Sri Lanka.

Specific objectives

- To identify the impact of structure on job satisfaction of production level employees.
- To identify the impact of responsibility on job satisfaction of production level employees.
- To identify the impact of rewards on job satisfaction of production level employees
- To identify the impact of support on job satisfaction of production level employees.

Literature Review and Hypotheses Development

There are varieties of research studies have been conducted about the organization climate and job satisfaction in both local and global context. Tsai (2014) explored the impact of organizational climate on employee job satisfaction of the terminal operation context of Kaohsiung port. Findings show that the organizational climate of Kaohsiung port is significantly impact on employees’ job satisfaction. Danish (2015) examined the impact of organizational climate on teachers’ job satisfaction in education sector of Pakistan. Findings showed organizational climate significantly impact for teachers’ job satisfaction. Keuter (2013) found that organizational climate instrument such as structure, standards and support are significant positive impact on Nurse’s job satisfaction in a dynamic work environment in Sri Lanka.

The study revealed that four factors of organizational climate; organizational structure, leadership style, communication and supervisory support have positive significant relationship with factors of job satisfaction as supervision, motivation, commitment and working environment. Overall results revealed that officers are satisfied with their job. Supervisory support with job satisfaction is slightly higher than the other variables of organizational climate. Ahmad (2018) investigated the relationship between organizational climate and job satisfaction in Malaysian companies taking personality traits as a moderator. Results showed that relationship between structure and satisfaction with work is negative and other variable such as responsibility, rewards and support are positively related with job satisfaction. Gaunya (2016) found the impact of organizational climate on employee satisfaction in public sector organizations in Kisi Country. The study showed organizational climate highly influence for employee satisfaction. Furthermore, study revealed four dimensions of organizational climate such as structure, responsibility, rewards and support which are supposed to have positive impact for employee satisfaction.

Structure refers how employees experience in relations to the quite number of organizational constraints and regulations (Ahmad, 2018). Thomas (2016) identified structure directly impact on optimum job satisfaction. Bhutto (2012) identified the organizational climate factors as structure has a positive and significant impact for employee job satisfaction. Therefore, the following hypothesis is proposed.

H1: Structure has a positive impact on employee job satisfaction

Responsibility is being accountable about the work done and get the authority to carry out the task by personnel without getting in detail assistance with their bosses. When employees have high responsibilities, they can do the best for the organization with contributing their best judgments (Ahmad, 2018). Ahmad (2018) revealed employees are become satisfied with similar lines, autonomy and empowerment. Management need to empower and encourage their employees in order to take responsibilities by themselves. That will lead higher employee satisfaction and lower stress. Based on given facts following hypothesis was stated.

H2: Responsibility has a positive impact on employee job satisfaction

Organizations are rewarded to their employees for their good works, behaviors and positively strengthen them by providing rewards and satisfy financially and emotionally (Ahmad, 2018). Reward is also expected to boost employees' motivation as they will obtain something in return for their achievements or contributions to organization or company (Aga, 2020). Bustamam (2014) revealed both financial rewards and non-financial rewards are significantly related with job satisfaction. When there is a change of the rewards that provides to employees there would be a corresponding change of employee satisfaction. Based on this premise, the following hypothesis is proposed.”

H3: Rewards has a positive impact on employee job satisfaction

Support refers to the helpfulness that employees are perceive to get from the superiors and the colleagues. Fu (2014) revealed when there is a caring and supportive climate within the organization employees are become satisfied. Also identified support is direct impact for job satisfaction, absenteeism and turnover. Bogler (2012) found perceived organizational support is significant influence on employee satisfaction. Findings imply that employees who consider their workplace that cares about employee well-being and value their contribution are more likely to be satisfied both intrinsically and extrinsically. Therefore, the following hypothesis is proposed.”

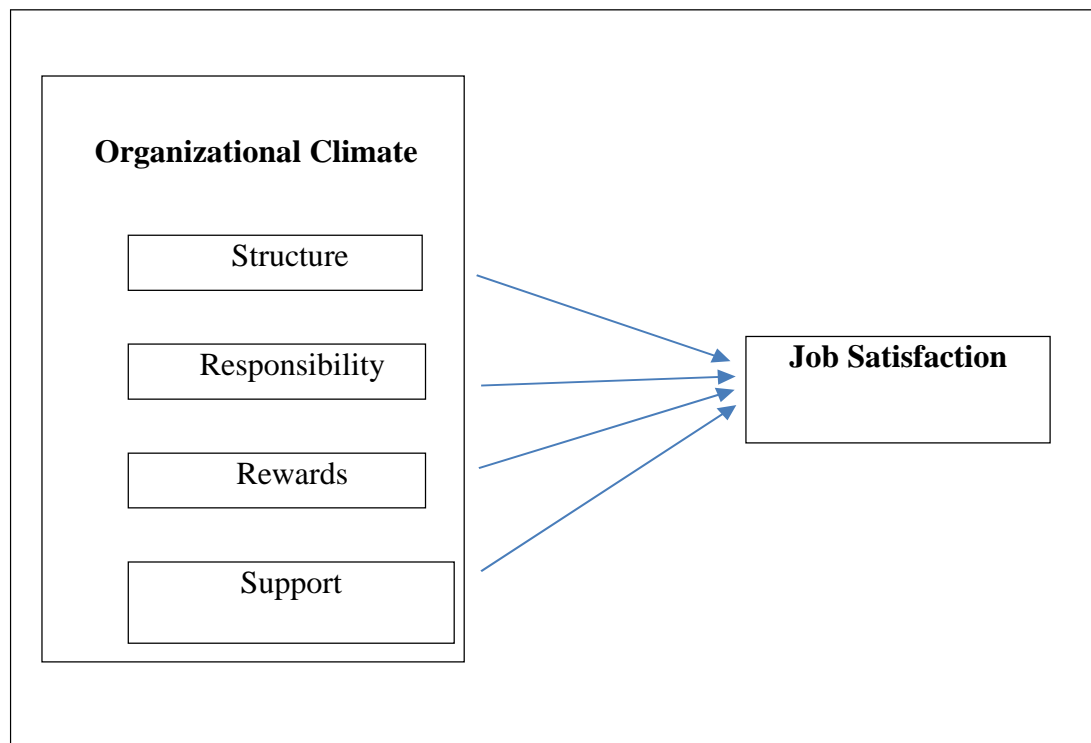
H4: Support has a positive impact on employee job satisfaction

Research Methods and Materials

Conceptual Framework

The conceptual framework examines the impact of organizational climate on employee job satisfaction. According to this study the dependent variable is employee job satisfaction and independent variable is organizational climate. Litwin and Stringer (1968), as cited in Ahmad (2018)dimensions of organizational climate are adapted to this study. So, the conceptual framework for this study as follows.

Figure 1: Conceptual Framework



(Source: Develop for this study)

Dimensions used to measure job satisfaction and organizational climate

Different researchers used different dimensions to measure job satisfaction. Table 2.1 shows some of the dimensions used to measure job satisfaction that could be identified in the literature of the job satisfaction.

Table 1 Dimensions of Job Satisfaction

Year	Type of organization	Measurement Dimension
(Ahmad, 2018)	Companies in Malaysia	Work Supervisor Pay Promotion Co-workers
(Tsai, 2014)	Terminal Operation Context of Kaohsiung Port	Work match Salary and Pay Job Security Turnover intention
(Seneviratna, 2013)	Customs Officers in Sri Lanka	Supervision Commitment Motivation Working environment
(Oyewobi, 2012)	Quantity surveyors in consulting firms in Lagos, Nigeria	Work itself Pay Promotion Supervisor Co-worker

These factors can be summarized under five dimensions such as work itself, pay, promotions, supervision and co-workers for this study.

Table 2 shows some of the dimensions used to measure organizational climate that could be identified in the literature.

Organizational climate has been defined by Schneider (2008), as cited in (Adenike, 2011) as “an experientially based description of the work environment and, more specifically employees’ perceptions of the formal and informal policies, practices and procedures in their organization”.

Litwin and Stringer (1968) developed the Litwin and Stringer Organizational Climate Questionnaire (LSOCQ) as for measuring of organizational climate. The questionnaire consisted with nine dimensions as structure, responsibility, reward, risk, warmth, support, standards, conflict and identity based on Emmanuel (2019)

Research Design

This research is a descriptive research because it defined what factors of organizational climate affect the employee job satisfaction.

Theoretical population of this research is sawing machine operators in Brandix Essentials – Kahawatta. The total population of the study is 680 sawing machine operators. Out of 680 sawing machine operators, 180 sawing machine operators were selected as the sample. Simple random sampling technique used in this study to select the sample from the population.

Table 2 Dimensions of Organizational Climate

Year	Type of organization	Measurement Dimension
(Ahmad, 2018)	Companies in Malaysia	Structure Responsibility Rewards Support
(Jyoti, 2016)	Teachers from four universities in North India	Role clarity Team-spirit Organizational structure Management and administration Reward Professional growth Participative decision-making Service rules Image of Organization
(Gaunya, 2016)	Public sector organizations in Kisii County, Kenya	Appropriate administrative style Support from superiors Feedback about performance

Data collected for this research mainly based on the primary data. A questionnaire used for the gathering primary data for this research.

Statistical Package for the Social Sciences (SPSS) findings used to analyze the collected data and the findings basically based on descriptive statistical measurement. Multiple regression analysis used to prove the hypothesis of this study.

Data Analysis and Discussion

Reliability Analysis

Reliability is measured by Cronbach's alpha which can be explained as an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure. The test was carried out using 180 respondents. The inter item consistency reliability was examined with Cronbach's Alpha test. The result of Cronbach's Alpha test is given in the table 3 which suggests the internal reliability of each instrument is satisfactory.

According to the Table 3 Cronbach's Alpha Test of Reliability, Cronbach's Alpha values for all variables are greater than 0.6. Therefore, it can be concluded that the Cronbach's Alpha test of reliability indicates a good inter item consistency reliability for all the variables of the model. In other words, Cronbach's alpha measures revealed variables that describe factors adequately.

Table 3 Reliability Statistics

Variable	Scale Items	Cronbach's Alpha	Comment
Structure	4	0.845	Accepted
Responsibility	3	0.699	Accepted
Rewards	4	0.832	Accepted
Support	4	0.798	Accepted
Job Satisfaction	10	0.970	Accepted

Source: Survey Data, 2022

Descriptive Statistics

Descriptive statistics are the statistics that describe the properties of the variables. Mean value provides the idea about the central tendency of the values of a variable. Standard deviation gives the idea about the dispersion of the values of a variable from its mean value. In this research it contains following statistics.

Table 4 Descriptive Statistics

Variable	Mean	Std. Deviation
S	3.9500	.50168
R	3.8028	.58218
RE	3.9729	.49024
SU	3.9458	.46198
JS	4.0175	.51705

Source: Survey Data, 2022

According to the values it shows that every dimensions of the independent variable have higher mean values.

Correlation

Correlation analysis used to measure the degree of relationship between two variables. In this particular research, it has used Pearson Correlation. The value of the correlation (r) should be between -1 and +1. If "r" is equal to zero (r = 0) there is no relationship between two variables.

Table 5 Correlations

		Correlations				
		S	R	RE	SU	JS
S	Pearson Correlation	1	.716**	.898**	.870**	.849**
	Sig. (2-tailed)		.000	.000	.000	.000
R	Pearson Correlation		1	.678**	.655**	.696**
	Sig. (2-tailed)			.000	.000	.000
RE	Pearson Correlation			1	.903**	.881**
	Sig. (2-tailed)				.000	.000
SU	Pearson Correlation				1	.880**
	Sig. (2-tailed)					.000

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2022

Table 5 indicates the relationship between the variables. Considering the sig value, it is 0.000 in all dimensions and the dependent variable is less than 0.05. The relationship between each construct and the dependent variable are analyzed by considering the Pearson Correlation value. The values of Structure (S), Responsibility (R), Rewards (RE), Support (SU) are 0.849, 0.696, 0.881, 0.880 respectively which is closer to 1 and all the values are positive values. This mean there is a positive relationship between each of the dimensions and the dependent variable.

Multiple Regression Analysis

As statistical process, regression analysis is use to identify the effect of independent variables on dependent variable.

Model Summary

Table 6 shows the model summary. Adjusted R Square shows the degree to which extent the variance of the dependent variable is explained by independent variable. According to the Adjusted R Square in the model summary table, 82.3% (0.823) of the variation of employee satisfaction is change by organizational climate, and it can be able to explain through the fitted regression model

ANOVA

ANOVAs table is used to check the statistical significance of the model. If sig value is greater than

0.05 models is considered as not significant and less than 0.05 model is considered as significant. As per the table 7 sig value is 0.000, it means the model is statistically significant. Therefore, it can be concluded as organization climate has significantly effect on employee job satisfaction.

Table 6: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.829	.823	.21761

a. Predictors: (Constant), SU, R, S, RE

Table 7 Anova

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	26.368	4	6.592	139.206	.000 ^b
	Residual	5.446	115	.047		
	Total	31.813	119			

a. Dependent Variable: JS

b. Predictors: (Constant), SU, R, S, RE

Coefficient

According to the regression results in Table 8 the probability of t-statistics (p-value) of dimensions Responsibility, Rewards, and Support are 0.020, 0.002 and 0.000 respectively. These sig. values are less than 0.05. This means there is a significant impact existing between these three dimensions and dependent variable employee job satisfaction.

Unstandardized beta value for R, RE, and SU are 0.116, 0.363, and 0.439 respectively which illustrates that the change in one unit in the independent variable results in a change in employee job satisfaction (dependent variable) by 0.116, 0.363, and 0.439 respectively.

But the t-statistics of the structure is (p-value) 0.282, which is greater than 0.05. This represents that there is no significant impact of structure on employee job satisfaction.

Hypothesis Testing

According to the Adjusted R Square in the model summary table, 82.3% (0.823) of the variation of employee satisfaction explained by organizational climate, and as per the table 7 sig value is 0.000, it means the model is statistically significant. Therefore, it can be concluded as organization climate has significantly impact on employee job satisfaction.

**Table 8 Coefficient
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.027	.174		-.153	.879
1 S	.108	.100	.105	1.082	.282
R	.116	.049	.131	2.350	.020
RE	.363	.112	.344	3.249	.002
SU	.439	.106	.392	4.154	.000

a. Dependent Variable: JS

H1: Structure has a positive impact on employee job satisfaction

According to the Table 8, the beta value of structure is 0.105 which indicates a positive value. Therefore, it can be illustrated as structure has positively impact on employee job satisfaction. When considering the sig value of structure is 0.282 which makes there is no significant impact between two variables. Therefore, the H1 Hypothesis is not supported.

H2: Responsibility has a positive impact on employee job satisfaction

As per the results in the Table 8 the sig value of responsibility is 0.020 which is a significant value. Therefore, responsibility has a significant impact on employee job satisfaction. Considering the beta value of the responsibility it states 0.131 which is a positive value. Thus, there is a positive impact of responsibility on employee job satisfaction. Therefore, the first hypothesis H2 is supported.

H3: Rewards has a positive impact on employee job satisfaction

According to the Table 8, the sig value of rewards is 0.002 which is less than 0.05 indicate a statistically significant value. Therefore, rewards have a significant impact on employee job satisfaction. Considering the beta value of the rewards it states a positive value of 0.344. Therefore, there is a positive impact of rewards on employee job satisfaction. H3 hypothesis is supported.

H4: Support has a positive impact on employee job satisfaction

As per the results, the sig value of support is 0.000 which is a significant value. Therefore, support has a significant impact on employee job satisfaction. Considering the beta value of the support it indicates a value of 0.392 which is a positive value. Thus, there is a positive impact of support on employee job satisfaction. Therefore, the H4 hypothesis is supported.

Conclusion and Recommendation

Conclusion

The main purpose of this study was to identify the impact of organizational climate on employee job satisfaction of production level employees in the apparel industry in Sri Lanka. In the apparel industry employee turnover is a major problem. In order to retain employees, an organization needs to satisfy their employees as much as possible. Organizational climate is an important aspect to determine the job satisfaction of employees in any organization. This study has investigated the effect of the identified variables of organizational climate on employee job satisfaction. Based on the literature findings identified the most important factors of organizational climate as structure, responsibility, rewards and support. Based on the literature review conceptual framework was developed.

When considering demographic data of the study, it shows that most of the participants are female (89%). Sri Lanka apparel industry appears to be a female dominated industry. When considering the highest educational level of the sawing machine operators 47.5% belongs to below G.C.E O/L category. 44.2% of the participants are at the age category of 25-31, 60% of the sawing machine operators are married and 46.7% fall into 1-5 years of job experience group.

The results of this study support that employees' job satisfaction and organizational climate are interrelated concepts. Furthermore, this study has revealed that organizational climate variables, responsibility, rewards, support have a significant impact on employee job satisfaction. Structure has a negative impact on employee job satisfaction. The multiple regression analysis showed that the organization climate has a significant impact on employee job satisfaction. Adjusted R square is 0.823 which is strong enough to describe the impact of organizational climate on employee job satisfaction. At 0.823 adjusted R square represent organizational climate affect in 82.3 % for the variation for employee job satisfaction.

The first hypothesis of the study involved in testing whether the structure has a significant positive impact on employee job satisfaction. The results in the study showed structure has positively effect on employee job satisfaction but structure hasn't significantly impact on sawing machine operators' job satisfaction. Therefore, this hypothesis is rejected. This mean structure has lower impact on employee job satisfaction with compared to other variables of the organizational climate. The second hypothesis of the study involved in testing whether responsibility has a significant positive impact on employee job satisfaction. As predicted the responsibility has positively and significantly impact on employee job satisfaction with the strength of a beta value of 0.131. The responsibility is the most influencing factor in organizational climate for employee job satisfaction. The third hypothesis was tested to observe the impact of rewards on employee job satisfaction. The findings showed that rewards has a positively and significantly impact on employee job satisfaction with the strength of a beta value of 0.344. Finally, this study involved in testing whether support has a significant impact on employee

job satisfaction. As per the results of the study, support has positively and significantly impact on employee job satisfaction with the strength of a beta value of 0.392. Further, it can be concluded as responsibility, rewards, support have positively and significantly impact on job satisfaction of the machine operators.

Recommendations for Managerial Implications

According to the results of the study organizational climate impact for 82.3% for the variation of employee job satisfaction. 17.7 % of the variation was not explained by these variables. Therefore, findings show apparel sector organizations need to highly consider about their organizational climate in order to satisfy their employees. So here are some recommendations to increase employee job satisfaction while creating positive climate within the organization.

“This study helps to managers to identify how various dimensions of organizational climate can impact for employee job satisfaction. The results show that when there is positive climate in the organization employees are more likely to be satisfied with their job. Therefore, managers need to ensure that the climate in the organization is positive in order to satisfy their employees. Also, managers need to get clearly understand about which factors that strengthen of organizational climate and affects for employee job satisfaction.”

Findings showed that out of four factors of organizational climate responsibility, rewards, support have significant impact on employee job satisfaction. Reward is the most influencing factor for employee job satisfaction. The way of organization rewarded to its employee is important. The provision of rewards not just the only thing employee considers also consider about how equally it is administered. Therefore management need to always provide and maintain a fair reward system for employees to increase their job satisfaction. Therefore, in order to increase employee satisfaction organization should continually concentrate on reward system of the company.

With comparing the variables of organizational climate responsibility is also significantly impact on employee job satisfaction. When considering sawing machine operators job role, it shows responsibility affect much to employee job satisfaction. Therefore, management always needs to provide assistance and guidance for employees to do their works and need to encourage for team works.

The findings showed support is positively impact for employee job satisfaction. When there is a supportive and friendly work environment, employees are more likely to be satisfied with their job. Specially like the production level employees if they feel they have support from the organization and other coworkers that increase employee satisfaction. Therefore, management need to consider about creating supportive environment within the organization in order increase employee satisfaction. With comparing the variables of organizational climate structure doesn't significantly impact for employee job satisfaction. When considering sawing machine operators job role, it shows structure doesn't affect

much to employee job satisfaction. Most employees are not aware about the work procedure, policies, and regulations and if there is flexible work procedure it has significantly impact for employee job satisfaction.

Organizations need to continuously conduct and carry out surveys to identified employee perceptions regarding the organizational climate in order to increase employee job satisfaction.

Limitation and Future Implications

There are some limitations of this study. When selecting the sample, this study only focused on 180 production level employees. Therefore, the results of this study cannot be generalized to all types of organizations. Further, the study applied only a quantitative approach therefore the results provide only a numerical description rather than qualitative aspects of human perception.

This study only considered the employees in apparel industry in Sri Lankan context. Further studies can focus on other sectors as well and can compare the difference among different industries regarding organizational climate and job satisfaction.

This study used questionnaire as the data collection method. For future research it can use multiple data collection methods as small interviews with employees and focus group discussion while using survey questionnaires. Then it can gather in-depth information about the study and can get the right perception about employees.

From this study only consider four factors of organizational climate that affect for employee job satisfaction. Thus, the factors which had not been consider in this study for organizational climate and employee job satisfaction would give different results. Therefore, other variables can be taken into account for future research.

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