

**RELATIONSHIP BETWEEN ORGANIZATIONAL
CLIMATE AND JOB SATISFACTION: AN
EXAMINATION OF CUSTOMS OFFICERS IN
SRI LANKA**

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RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE
AND JOB SATISFACTION: AN EXAMINATION OF
CUSTOMS OFFICERS IN SRI LANKA

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Declaration

The work described in this research was carried out by me under the supervision of Dr. Aruna S. Gamage and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma

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ABSTRACT

The purpose of this research is to examine the relationship between organizational climate and job satisfaction of Customs Officers in Sri Lanka. The study was done focusing to selected variables in organizational climate and job satisfaction. It entails a closer look at examining the relationship between the four identified variables, i.e. organizational structure, leadership style, communication and supervisory support to the job satisfaction. A total number of 114 Customs Officers were selected who represents the total population of the officers. The researcher personally administered the distribution of the questionnaire. Data were collected during the period from 25th November to 31st December 2012.

The results from this analysis confirm the research questions that organizational climate variables such as organizational structure, leadership style, communication and supervisory support are positively significantly related to job satisfaction of Customs Officers in Sri Lanka.

CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

Asian economies have given priority for public sector management as they are moving towards professional management in government. The government has ventured its political stability on delivering significant and noticeable improvements to public services. Relationship between the outputs and the inputs of any organization measures the efficiency of the organization. One that produces the maximum possible outputs given its inputs, or one that produces a certain level of outputs with the minimum amount of inputs would be an efficient organization.

Most of the countries have realized the importance of trade to achieving sustainable economic growth more than ever. The concept of organizational climate has been of considerable importance to the field of organizational development. Climate looks at the current connection between individuals, groups, and performance and it lends itself more easily to change by management in their attempt to influence the behavior of their subordinates. It is a feature of the organization experienced by employees on a daily basis (McKenna, 2000). Schneider, (2008) described, climate as an experientially based description of the work environment, and more specifically, employee's perception of the formal and informal policies and practices and procedures in their organization. According to Kaczta and Kirk (1978) organizational climate is a set of attributes, which can be perceived within a particular organization, department or unit. Organizational

climate has a great significance of human relations and resources in all levels. Therefore, it is a core circle of human environment in which employees of an organization works. Favourable climate is directly impact on the organizational growth. Organizational climate has a major influence on motivation, productivity and job satisfaction. Organizational climate deals with inter-perceptions of employees toward their own organization, hence different organizations with different practices and procedures will therefore have different climate construct. In this study organizational climate has been defined as relatively enduring quality of the internal environment of an organization which experienced, influenced, attitudes of the employees of the organization. Job satisfaction is important in everyday life. Organizations have impact on employees' work and their work in organizations. Since much of time employees spent in the organization, the environment surrounding the individual has important costs for him/her personally and professionally. Job satisfaction means the contentment of the employees because of their jobs. It is the personal evaluation of the job conditions (the job itself, the attitude of the administration etc.) or the consequences or (wages, occupational security etc) acquired from the job (Fletcher and Williams, 2006). According to Fajana (1996) Job satisfaction is very important in an organization because if employees are not satisfied, their work performance, productivity, commitment as well as the inter-personal relationships among the management and their subordinates tend to be lowered. Job satisfaction should be given more importance than other behavioural variables because it has direct link with organizational outcomes (Schneider, 1990).

As a result of economic liberalization in 1977, many of the public sector organizations tended to decline due to huge competition and miss-management. Private sector emerged as dynamic sector and driving force of the overall economy of the country. Historically, the public sector employees take home nothing from their profession except remuneration. Employees are pressed by the rules, regulations and legislations. Moreover, government organizations practices bureaucratic managerial style. Due to these facts job satisfaction of the public sector employees may reduce. Therefore, it a necessary to have a better relationship of the organizational climate factors to job satisfaction factors. Sri Lanka Customs is also one of the most important departments in this country which collects the revenue. To have a better environment for the officers of the department, it is essential to identify the factors which will cause dissatisfaction. With this intention the research was brought out to observe the factors that would affect the job satisfaction of Customs Officers in Sri Lanka Customs.

1.2 Overview of the selected organization

All over the world, entire nation are occupied with some work. Some of our work is interesting and some are monotonous and less attractive. Comparison of work depends on the personality. Though we are occupied with work, it may not satisfied and meaningful to us.

When we consider an organization, jobs are categorized and satisfaction of job varying to each other. Satisfaction depends on the internal and external work milieu. Employees are one of the main assets of any organization.