Employees' Job Performance Is Related To Organizational Climate - A Study Connected To Private Insurance Companies

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ARTICLE INFO	ABSTRACT
	This study aims to analyse the organisational climate among insurance employee's relevant with job satisfaction in Karaikal District. The study is based on the primary. Data that was collected for a period of 3months from 1st July, 2023 to 30th September, 2023 through interview schedule method. In addition, other required data was collected from various journals, magazines, newspapers, website, unpublished thesis works and reports. The collected data have been used for analysis with the help of statistical tools. The statistical techniques used are percentage analysis, Cross tabulation with chi-square test, ANOVA and Regression analysis. The primary data for the study has been collected from a sample population of 117 respondents based on purposive sampling method, using a well-structured interview schedule. The data have been collected from the employee's working in different private insurance sectors/companies in Karaikal district. The sample size of 117 is determined by the total population of the Karaikal district. Finally, the study concluded that the climate that emerges within an organization becomes the major contributing factor of employee behaviour. Since the climate perception influences efficiency of employees. A sound climate is a long-run scheme. Organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value should stay in the organization and continue to put their efforts into their work to benefit the organization. The few factors are positive from the study that is Gender and Age wise employees/workers are satisfied but, in monthly wise income wise they are not much satisfied. So, the insurance companies must concentrate on bonus, increment and other monetary benefits to the employees/workers to promote their scale of business and employable sustainability.

INTRODUCTION OF THE STUDY

Organizational climate is the shared perception of employees who work and subsist in the organization. It is the sum of individual perceptions regarding the organizational procedures, policies and practices. It is the set of measurable properties of the work environment, perceived directly or indirectly by the members, influencing their work and satisfaction. Organizational Climate is about the perceptions of the climate and about complete measures. All organizational theoreticians and researchers collectively agree that a social Climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate is comprised of a combination of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately individual or work unit performance. The aging of the workforce and its projected economic and societal consequences have led to an increased interest among organizational researchers and practitioners in the topic of successful aging at work, including ways to maintain and enhance older employees' motivation, performance, attitudes, and well-being.(*Nagaraju B and Pooja J - 2017*)

Employee welfare, including multiple services, advantages, and facilities extended to the employees by organizations like housing plans, health insurance, education, and entertainment. It presents for the natural

and mental health of the security employees, developing a healthy and friendly work environment. It also increases the confidence and level of motivational aspects of the employees by holding them for a lengthier duration. The performance appraisal sprite and job satisfaction have an affirmative and significant influence on performance of job partially and simultaneously. Moreover, fairness of performance appraisal and job satisfaction optimistic and significant influence on employee commitment partially and simultaneously. Performance appraisal is essential for Insurance based companies to concentrate on their crucial support to improve the level of productivity.*(Vijayakumar, Nishad Nawaz and et.al - 2020)*

REVIEW OF LITERATURE

Many research studies have been conducted on the subject of organizational climate and job satisfaction in respective areas. These studies have revealed that certain variables are consistently correlated with organizational climate and job satisfaction in private insurance sector. This segment presents a brief review of earlier literature relevant to the study of *"Employees' Job Performance Is Relented to Organizational Climate - A Study Connected to Private Insurance Companies".*The collection of reviews has been made from various studies undertaken by academic journals, magazines, publication, working papers, books and the like.

(a) Study Conducted in India
    A few reviews collected and presented on study conducted and measured onorganizational climate and job satisfaction in private insurance sector in Indian context from various academician and experts.

(b) Study Conducted in Abroad
A few reviews collected and presented on study conducted and measured onorganizational climate and job satisfaction in private insurance sector outside the Indian context from various academician and experts.

Shuchi Priya Mittal (2016), discussed in her study on *"Impact of Emotional Intelligence on Organizational Climate: A study of Select Indian Insurance Organizations"* This paper sets out to examine the relationship between the organizational climate in Indian Insurance organizations and emotional intelligence. The result suggests that core components of organizational climate, namely, leadership effectiveness, communication, stress management and trust levels among employees are significantly related with emotional intelligence competencies of employees and further, the dimensions of emotional intelligence, namely, self-awareness, commitment, resilience and interpersonal connectivity have a predictive relationship with leadership effectiveness, communication, stress management and trust levels among organizational members. The objective of the study is to develop a framework to identify the relationship between organizational climate and emotional intelligence competencies of executives in Indian banking and insurance organizations. The study conceptualized emotional intelligence and its eight dimensions, that is, self-awareness, commitment, emotional resilience, optimism, compassion, interpersonal connection, personal integrity, and emotional regulation as related to components of organizational climate that is, leadership effectiveness, communication, stress management and trust. Framework of relationship between variables of emotional intelligence with core components of organizational climate is presented in Figure 1. In this theoretical construct the dimensions of emotional intelligence are the independent variables and components of organizational climate are dependent variables.

Nagaraju B and Pooja J (2017), found that in their study entitle *"Impact of Employee's Age on Organisational Climate A Study of Public and Private Sector Banks in Karnataka",* The present study makes an attempt to examine the influence of age on organizational climate in banking Industries and to analyse the perception differences on organizational climate among the employees of public and private sector. It has been empirically proved in many Indian and Western organizations that employee-cantered climate and achievement-oriented climate ultimately improve performance. The study was conducted to compare the organizational climate as perceived by employees working in public and private sector banks with respect to age. The sample consisted of 150 employees, out of 150, 100 employees are from public sector bank and 50 employees are from private sector banks. The data obtained was analysed using means, S. D's and ANOVA. The findings lead conclusion that organizational climate of public sector banks and that of private sector banks with respect to age is different. Study also indicated that organizational climate is significantly different in public and private sector banks. The findings lead conclusion that organizational climate of public sector banks and that of private sector banks with respect to age is different. Study also indicated that organizational climate is significantly different in public and private sector banks. The valid conclusions based on such an investigation would result in suggestions for bringing about a perception affecting organizational climate in public and private sector banks. Further it stimulates thinking among researchers on dimensions to be incorporated in a study of organizational climate.

Vijayakumar, Nishad Nawaz and et.al (2020), stated that the *"HRD Practices Impact on Organizational Climate of Insurance Sector",* The study aims to understand the impact of HRD practices towards the organizational climate in Life Insurance Sector. The data collected by using both methods primary & secondary data, the study conducted in the Chennai city & circulated 400 questionnaires distribution, 371 filled questionnaires returned in that 189 samples from the public sector insurers, i.e., LIC and 188 samples collected from the select private sector life insurers, i.e., ICICI prudential, HDFC, and SBI Life from sales employees namely, development officer, marketing executives, executive sales managers,

assistant managers, and sales manager in sales. This study used statistical tools namely percentage analysis, independent t-test and Regression analysis. The study results also identified that there is a significant impact of HRD practices towards the organizational climate in the insurance sector in the study region. The study was conducted in the area of Chennai city and data collected from selected organizations. The study can be extended by taking more sample size, other similar organizations within the Chennai and the same study can be possible in whole Tamil Nadu. The researchers can extend the study in other states of India, it also possible to conduct comparative study in between the organizations, states of India and similar studies can be possible in other countries as well.

PROBLEM THAT HAS BEEN FOCUSED ON THE STUDY

Insurance Regulatory and Development Authority (IRDA) were established under the Act, 1999 to regulate the insurance business in the country. As a result, the private sector was allowed entry both in the general and life insurance sector in India. The life insurance industry expanded tremendously from 2000 onwards in terms of numbers of offices, number of agents, new business policies, premium income and so forth. The HR practices are regarded as effective measures that entail employer investment in and commitment to and trust in employees or the reverse a lack of concern and the thoughtful and considerable people management within an organization potentially signifies interest for support and concern for welfare of the employees. The HRM also participants in strategy formulation process by supplying information concerning the company's internal strengths and weaknesses, which can have a determining effect on the viability of the firm's strategic options. In several instances, the unique HR capabilities of an organization have served as a driving force in strategy formulation.

In the present study, the researcher wants to know whether select insurance companies to properly maintain the HRM practices under organizational climate, such as Preparation of HR Plans, Developing HR Policies, HR development system, appraisal system, integrating people with the organization, maintaining employee welfare and social programs etc., By conducting this study, the researcher will be able to provide better insight into how the private insurance companies are improving their HRM practices and services for better organizational climate maintenance. With this backdrop the researcher has made an attempt to analyze the *"Employees' Job Performance Is Relented to Organizational Climate - A Study Connected to Private Insurance Companies".* Hence, the researcher wants to know the answers for the following research questions:

➢ What is the demographic profile of the responded to the select insurance companies in the Karaikal district?
➢ Are employee's aware of their work performance in relation to the organizational climate of insurance companies in Karaikal District?
➢ Is there any impact on organizational climate and job satisfaction among employees of insurance companies in Karaikal district?

RESEARCH OBJECTIVES

❖ To identify the demographic profile of the responded to the select insurance companies in the Karaikal district
❖ To examine the employee's aware of their work performance in relation to the organizational climate of insurance companies in Karaikal District
❖ To analyse the impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district
❖ To offer implications and conclusion of the study

RESEARCH HYPOTHESIS

H_{01} = There is no association between demographic profile and awareness of organizational climate of insurance companies in Karaikal District.
H_{02} = There is no association between demographic profileand impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district.

METHODOLOGY AND TOOLS

(a) Sources of data
The study is based on the primary. The primary data was collected for the period of 3months from 1st July, 2023 to 30th September, 2023 on interview schedule method. In addition, other required data was collected from various journals, magazines, newspapers, website, unpublished thesis work and reports.
(b)Techniques of Analysis
The collected data have been used for analysis with the help of statistical tools. The statistical techniques percentage analysis, Cross tabulation with chi-square test, ANOVA and Regression analysis.
(c) Sampling Design
The primary data for the study has been collected from a sample population of 117 respondents based on purposive sampling method, using a well-structured interview schedule. The data have been collected from

the employee's working in different private insurance sectors/companies in Karaikal district. The sample size of 117 is determined by the total population of the Karaikal district.

Table – 1 Sampling Insurance Companies Consider For The Study

S. No	Insurance Companies	Sample Size
1	Aditya Birla Sun life Insurance Co. Ltd.	23
2	Bajaj Allianz Life Insurance Co. Ltd.	23
3	HDFC Life Insurance Co. Ltd	23
4	ICICI Prudential Life Insurance Co. Ltd	23
5	SBI Life Insurance Co. Ltd.	25
Total		117

Source: https://financialservices.gov.in/life-insurance-companies

(a) Execution of Percentage Analysis

The following table -1 shows the analysis of ***Objective – 1: To identify the demographic profile of the responded to the select insurance companies in the Karaikal district.***

Table – 2 Demographic Profile of the Responded to the Select Insurance Companies in the Karaikal District during the study period

Particulars	Variables	Frequency	Percent
Gender	Male	74	63.20
	Female	43	36.80
	Total	**117**	**100.00**
Age	18 to 35 Years	30	25.60
	36-40 Years	3	2.60
	41-45 Years	21	17.90
	46-50 Years	26	22.20
	51-55 Years	34	29.10
	56 Years and Above	3	2.60
	Total	**117**	**100.00**
Educational Qualification	Primary School	12	10.30
	Higher Secondary / Diploma	9	7.70
	Undergraduate (UG)	8	6.80
	Postgraduate (PG)	78	66.70
	Professional	10	8.50
	Total	**117**	**100.00**
Type of the family	Nuclear family	81	69.20
	Joint family	36	30.80
	Total	**117**	**100.00**
Monthly Income	Less than Rs. 15,000	72	61.50
	Rs.15,001- Rs.25,000	5	4.3
	Rs.25,001- Rs.35,000	37	31.6
	More than Rs.35,001	3	2.6
	Total	**117**	**100.00**

Source: Primary Data

Table – 2 exhibit that the demographic profile of electronic bike consumers in Coimbatore city during the study period. The 63.20 per cent of the respondents were in the male and remaining of 36.80 percent respondents were in the female. ***It is shows that majority of the respondents categorised under the male.***

The value of 29.10 per cent of the respondents were in the age groups between 51-55 years followed by 25.60 per cent of the respondents belong to the age groups between 18 - 35 years, 22.20 per cent of the respondents belongs to the age group of 46-50 years, 17.90 per cent of the respondents belongs to the age group of 41-45 years, 2.60 per cent of the respondents belongs to the age group of 36-40 years and 2.60 per cent of the respondents belongs to the age group of above 56 years and above. ***It is reported that majority of the respondents belongs to the age groups between 51-55 years.***

The value of 66.70 per cent of the respondents were in the Postgraduate (PG) followed by 10.30 per cent of the respondents are Primary School, 8.50 per cent of the respondents are Professional, 7.70 per cent of the respondents are Higher Secondary / Diploma and 6.80 per cent of the respondents are Undergraduate (UG).***It is reported that majority of the respondents under the category of Postgraduate (PG).***

The high value of 69.20 per cent of the respondents were in the nuclear family and followed lowest by 30.80 per cent of the respondents comes under the category of Joint family. ***It is reported that the majority of the respondents under the category of nuclear family.***

The highest value of 61.50 per cent of the respondents under the category of Less than Rs. 15,000 scale and flowed by 31.6 per cent of the respondents under the category of Rs.25,001- Rs.35,000 scale, 4.3per cent of

the respondents under the category of Rs.15,001- Rs.25,000 scale. The lowest value of 2.6per cent of the respondents under the category of More than Rs.35,001 scale. *It is found that the majority of the respondents under the category of Less than Rs. 15,000 scale.*

(b) Cross tabulation with chi-square test Analysis
The following table -2,3,4 and 5 revels the analysis of *Objective – 2: To examine the employee's aware of their work performance in relation to the organizational climate of insurance companies in Karaikal District.*

Table – 2 Awareness about Work Performance in Relation to the Organizational Climate of Insurance Companies in Karaikal District during the study period

		Frequency	Percent
	Yes	117	100.00
Valid	No	0	0
	Total	**117**	**100.00**

Source: Primary Data

Table – 2 exhibits that the Awareness about Work Performance in Relation to the Organizational Climate of Insurance Companies in Karaikal District during the study period. The 100 percent of the respondents*(Employee's)*working in insurance companies are agreed that the people of Karaikal District are well aware of Organizational Climate relevant with the job satisfaction.

Exhibit -1 Awareness about Work Performance in Relation to the Organizational Climate of Insurance Companies in Karaikal District during the study period
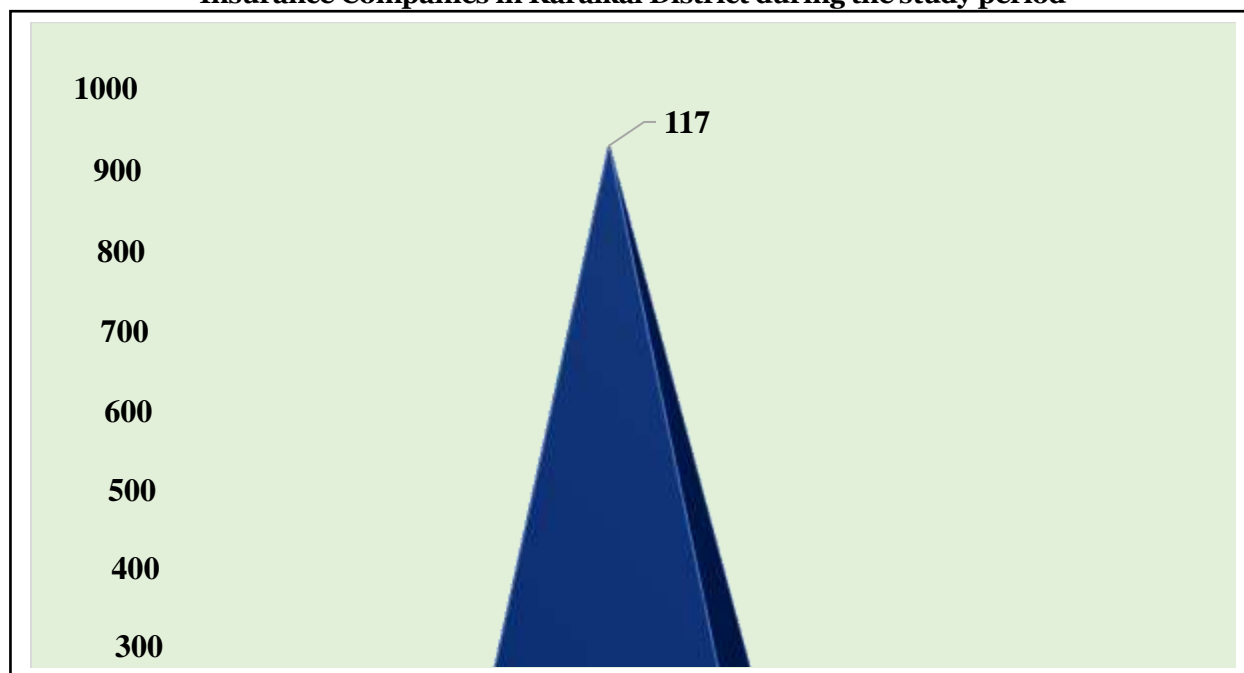
Source: Primary Data

$H_{o1(a)}$ = There is no association between demographic profile (Gender) and awareness of organizational climate of Insurance companies in Karaikal District.

Table – 3 Cross tabulation with chi-square test analysis for demographic profile (Gender) and awareness of organizational climate of Insurance companies in Karaikal District during the study period

		How did you become aware of the organizational climate?				Total	Chi-Square
		Co- workers	Employee Rule	Company Profile	Friends/Relatives		
Gender	Male	1	36	32	5	74	
	Female	1	20	22	0	43	.327
Total		2	56	54	5	117	(NS)
		How many years have you work with insurance company?				Total	Chi-Square
		Less than 1 years	1-3 years	4-6 years	More than 6 years above		
Gender	Male	21	25	23	5	74	
	Female	8	22	11	2	43	.311
Total		29	47	34	7	117	(NS)
		What is the most important reason for organizational climate to get job satisfaction?				Total	Chi-Square

		Environment Friendly	Incentives/ Bonus	Orientation for Employees	Promotion/ Grade		
Gender	Male	47	2	23	2	74	.723 (NS)
	Female	25	3	14	1	43	
Total		72	5	37	3	117	
		What made you get job satisfaction through organizational climate?				Total	Chi-Square
		Self -Esteem	Motivation	Centralized Authority	Team work		
Gender	Male	39	10	12	13	74	.036 (S)
	Female	22	6	14	1	43	
Total		61	16	26	14	117	

Source: Primary Data, **S/NS:** Significant/ Not Significant

Table - 3 makes it clear that the cross tabulation with chi-square test analysis for demographic profile (Gender) and awareness of organizational climate of insurance companies in Karaikal District during the study period. The 'χ^2' value is 0.036 which shows statistically significant and less than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between demographic profile (Gender) and awareness of organizational climate of insurance companies in Karaikal District.

$H_{o1(b)}$ = There is no association between demographic profile (Age) and awareness of organizational climate of insurance companies in Karaikal District.

Table – 4 Cross tabulation with chi-square test analysis for demographic profile (Age) and awareness of organizational climate of Insurance companies in Karaikal Districtduring the study period

		How did you become aware of the organizational climate?					
		Co- workers	Employee Rule	Company Profile	Friends/Relatives	Total	Chi-Square
Age	18 to 35 Years	0	29	1	0	30	
	36-40 Years	0	1	2	0	3	
	41-45 Years	0	5	13	3	21	
	46-50 Years	1	9	15	1	26	
	51-55 Years	1	11	21	1	34	
	59 Years and Above	0	1	2	0	3	.000 (S)
Total		2	56	54	5	117	
		How many years have you work with insurance company?					
		Less than 1 years	1-3 years	4-6 years	More than 6 years above	Total	Chi-Square
Age	18 to 35 Years	18	4	8	0	30	
	36-40 Years	0	1	1	1	3	
	41-45 Years	2	9	7	3	21	
	46-50 Years	4	11	9	2	26	
	51-55 Years	4	21	8	1	34	
	59 Years and Above	1	1	1	0	3	.000 (S)
Total		29	47	34	7	117	
		What is the most important reason for organizational climate to get job satisfaction?					
		Environment Friendly	Incentives/ Bonus	Orientation for Employees	Promotion/ Grade	Total	Chi-Square
Age	18 to 35 Years	7	0	22	1	30	
	36-40 Years	2	0	0	1	3	
	41-45 Years	13	3	5	0	21	
	46-50 Years	19	2	4	1	26	
	51-55 Years	28	0	6	0	34	
	59 Years and Above	3	0	0	0	3	.000 (S)
Total		72	5	37	3	117	
		What made you get job satisfaction through organizational climate?					
		Self -Esteem	Motivation	Centralized Authority	Team work	Total	Chi-Square
Age	18 to 35 Years	6	1	11	12	30	
	36-40 Years	2	0	0	1	3	
	41-45 Years	13	3	5	0	21	
	46-50 Years	14	7	4	1	26	
	51-55 Years	23	5	6	0	34	
	59 Years and Above	3	0	0	0	3	.000 (S)
Total		61	16	26	14	117	

Source: Primary Data, **S/NS:** Significant/ Not Significant

Table - 4 shows that the cross tabulation with chi-square test analysis for demographic profile (Age) and awareness of organizational climate of insurance companies in Karaikal District during the study period. The 'χ^2' value is 0.000 which shows statistically significant and less than the 0.05 level on all category. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between demographic profile (Age) and awareness of organizational climate of insurance companies in Karaikal District.

$H_{01(c)}$ = There is no association between demographic profile (Monthly Income) and awareness of organizational climate of insurance companies in Karaikal District

Table – 5 Cross tabulation with chi-square test analysis for demographic profile (Monthly Income) and awareness of organizational climate of Insurance companies in Karaikal District during the study period

		How did you become aware of the organizational climate?				Total	Chi-Square
		Co- workers	Employee Rule	Company Profile	Friends/ Relatives		
Monthly Income	Less than Rs. 15,000	1	26	44	1	72	
	Rs.15,001- Rs.25,000	0	0	3	2	5	
	Rs.25,001- Rs.35,000	1	28	6	2	37	
	More than Rs.35,001	0	2	1	0	3	
Total		2	56	54	5	117	.000 (S)

		How many years have you work with insurance company?				Total	Chi-Square
		Less than 1 years	1-3 years	4-6 years	More than 6 years above		
Monthly Income	Less than Rs. 15,000	7	37	26	2	72	
	Rs.15,001- Rs.25,000	0	2	0	3	5	
	Rs.25,001- Rs.35,000	22	7	6	2	37	
	More than Rs.35,001	0	1	2	0	3	
Total		29	47	34	7	117	.000 (S)

		What is the most important reason for organizational climate to get job satisfaction?				Total	Chi-Square
		Environment Friendly	Incentives/ Bonus	Orientation for Employees	Promotion/ Grade		
Monthly Income	Less than Rs. 15,000	72	0	0	0	72	
	Rs.15,001- Rs.25,000	0	5	0	0	5	
	Rs.25,001- Rs.35,000	0	0	37	0	37	.000 (S)
	More than Rs.35,001	0	0	0	3	3	
Total		72	5	37	3	117	

		What made you get job satisfaction through organizational climate?				Total	Chi-Square
		Self -Esteem	Motivation	Centralized Authority	Team work		
Monthly Income	Less than Rs. 15,000	61	11	0	0	72	
	Rs.15,001- Rs.25,000	0	5	0	0	5	
	Rs.25,001- Rs.35,000	0	0	26	11	37	.000 (S)
	More than Rs.35,001	0	0	0	3	3	
Total		61	16	26	14	117	

Source: Primary Data, **S/NS:** Significant/ Not Significant

Table - 5 revels that the cross tabulation with chi-square test analysis for demographic profile (Monthly Income) and awareness of organizational climate of insurance companies in Karaikal District during the study period. The 'χ^2' value is 0.000 which shows statistically significant and less than the 0.05 level on all category. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between demographic profile (Monthly Income) and awareness of organizational climate of insurance companies in Karaikal District.

(b) Cross tabulation with chi-square test Analysis
The following table -6,7 and 8 revels the analysis of ***Objective – 3: To analyse the impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district.***
Ho₂ (a):There is no association between demographic profile (Gender)and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district

Table – 6 Regression Analysis of demographic profile (Gender) and impact on organizational climate in job satisfaction among employees of Insurance companies in Karaikal district during the study period

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.989[a]	.978	.933	.37614	2.422

Predictors: (Constant), Environment Friendly, Incentives/Bonus, orientation for employees, Promotion, Self-esteem. **Dependent Variable:** Satisfaction

Table - 6 depicts the regression analysis of demographic profile (Gender) and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district during the study period. The R^2 value at .978 states that all the five independent variables that is Environment Friendly, Incentives/Bonus, orientation for employees, Promotion and Self-esteem have 97 per cent influence on the dependent variable of Satisfaction which is significant at 5 per cent level. So, the null hypothesis is rejected and hence there is a significant impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district. The Durban-Watson statistics value of 2.422 indicates the negative autocorrelation among the independent variables.

Ho$_2$ (b):There is no association between demographic profile (Age) and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district

Table – 7 Regression Analysis of demographic profile (Age) and impact on organizational climate in job satisfaction among employees of Insurance companies in Karaikal district during the study period

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.976[a]	.952	.857	2.95013	2.429

Predictors: (Constant), Environment Friendly, Incentives/Bonus, orientation for employees, Promotion, Self-esteem **Dependent Variable:** Capital

Table - 7 reveals the regression analysis of demographic profile (Age) and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district during the study period. The R^2 value at .952 states that all the five independent variables that is Environment Friendly, Incentives/Bonus, orientation for employees, Promotion and Self-esteem have 95 per cent influence on the dependent variable of Satisfaction which is significant at 5 per cent level. So, the null hypothesis is rejected and hence there is a significant impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district. The Durbin-Watson statistics value of 2.429 indicates the negative autocorrelation among the independent variables.

Ho$_2$ (b):There is no association between demographic profile (Educational Qualification) and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district

Table – 8 Regression Analysis of demographic profile (Education Qualification) and impact on organizational climate in job satisfaction among employees of Insurance companies in Karaikal district during the study period

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.989[a]	.978	.935	.01543	2.181

Predictors: (Constant), Environment Friendly, Incentives/Bonus, orientation for employees, Promotion, Self-esteem **Dependent Variable:** Capital

Table - 8 revels the regression analysis of demographic profile (Educational Qualification) and impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district during the study period. The R^2 value at .978 states that all the five independent variables that is Environment Friendly, Incentives/Bonus, orientation for employees, Promotion and Self-esteem have 97 per cent influence on the dependent variable of Satisfaction which is significant at 5 per cent level. So, the null hypothesis is rejected and hence there is a significant impact on organizational climate in job satisfaction among employees of insurance companies in Karaikal district. The Durbin-Watson statistics value of 2.181 indicates the negative autocorrelation among the independent variables.

Policy for Implications of the study

The following implications are outcome of the analysis ***Objective – 4: To offer implications and conclusion of the study***

✓ It was found with the help of percentage analysis that all the respondents had sensible knowledge about organizational climate in job satisfaction among employees of insurance companies in Karaikal district. Therefore, the insurance companies and IRDA are promoting the employees/workers through various monetary and non-monetary benefits. This will help to increase the satisfaction of the employees/workers.

✓ To increase an optimum productivity from the employees/workers the insurance companies and dealers should ensure promotion, bonus and incentives to the employees/workers.

✓ Frequent review of the employees/workers issues may help the management to mitigate on short-term issues.

Conclusion of the study

The climate that emerges within an organization becomes the major contributing factor of employee behaviour. Since the climate perception influences efficiency of employees. A sound climate is a long-run scheme. Organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value should stay in the organization and continue to put their efforts into their work to benefit the organization. The few factors are positive from the study that is Gender and Age wise employees/workers are satisfied but, in monthly income wise they are not much more satisfied. So, the insurance companies must concentrate on bonus, increment and other monetary benefits to the employees/workers to promote their scale of business and employable sustainability.

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