Job Satisfaction And Organizational Climate As Correlates Of Employee Strike Propensity: A Study Among Labour Union Members

Mr. Amal Tom Jose*
Ph.D. Research Scholar
(Corresponding Author)
Department of Psychology,
Periyar University, Salem-636011,
Tamil Nadu, India
Email id: amaltomkolothu3@gmail.com

Dr. K.N. Jayakumar**
Assistant Professor
Department of Psychology,
Periyar University, Salem-636011
Tamil Nadu, India
Email id: jayakumar1927@gmail.com

Abstract

Strikes are the strategies used by the union or a group of employees in an attempt to force their management or government to meet their demands. Strike occurs when the workers refuse to do their work in the organization. The main purpose of the study is to gauge the influence of job satisfaction and organizational climate on employee strike propensity among labour union members and also to assess the relationship of job satisfaction and organizational climate with employee strike propensity of labour union members. The sample consisted of 116 labour union members from various central government organizations in and around Ernakulum District of Kerala in India. The 24 items employee strike propensity scale developed by Amal and Jayakumar (2020), the 10 items job satisfaction scale developed by Macdonald and MacIntyre (1997) and the 15 items organizational climate scale developed by Peña-Suárez et al. (2013) was used in this study. The regression analyses revealed that 34% of the variance in employee strike propensity was explained by job satisfaction and organizational climate. Further, the results showed a significant negative relationship between job satisfaction and employee strike propensity. Employee strike propensity shared a negative relationship with organizational climate.

Keywords: Employee Strike Propensity, Job Satisfaction, Organizational Climate and Labour Union Members.

INTRODUCTION

Strike propensity refers to the degree to which union members are willing to engage in strikes with the support of goals articulated by the union (Martin & Sinclair, 2001). Employee strike propensity is a covert behaviour wherein the employees exhibit willingness or readiness to engage in strike due to lack of or perceived lack of redressal of their grievances which create a standstill circumstance (Amal & Jayakumar, 2020). Democracy and constitution of India permits freedom of expression which includes protest against exploitation. Strike is a common form of protest in a democratic nation like India, where a political or social organization leads the individuals to protest against an unfavourable law or rule by creating a standstill circumstances in government offices, companies, schools and colleges as well as disrupting public and private modes of transportation (Jacob et al., 2016). Strike propensity is expected to be volitional and therefore, to differ as a result of changing perceptions of individual circumstances. Consequently, employees in the same union or bargaining unit may vary significantly in their propensity to engage in strike on behalf of the union (Martin & Sinclair, 2001).

Job satisfaction is the employee's feelings and attitudes towards one's job (Graham, 1982). Job satisfaction is the psychological factor that depends on the employee's feelings and attitude

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towards their workplace behaviour. Job satisfaction is closely related to the individual employee's behaviour in the workplace (Davis et al.,1985). Employees positive and favourable attitude towards their job lead to job satisfaction. Employees negative and unfavourable attitude towards their job lead to job dissatisfaction (Armstrong, 2006). The importance of job satisfaction particularly arises to the surface when several negative consequences can lead to job disturbances such as lack of loyalty, increased absenteeism and increase in the number of accidents etc. Spector (1997) lists three key characteristics of job satisfaction. Firstly, organizations should be driven by human values. Such organizations will be directed towards treating their employees fairly with respect. High levels of job satisfaction lead to the good emotional and mental state of employees. Secondly, the behaviour of employees depends on their level of job satisfaction which affect the functioning and activities of the organization's business. Job satisfaction of employees in the work leads to a positive behaviour towards their job and vice versa and on the other hand dissatisfaction of employees in the work lead to negative behaviour towards their job. Thirdly, job satisfaction may serve as an indicator of employees' activities in their organization.

Organizational climate is defined as invisible values and beliefs and the existence of employee behaviour and actions (Moghimi & Subramanian, 2013). The organizational climate is a psychological concept that refers to the perception about the organisation among the employees in relation to their work environment. Organizational climate is the outcome of and determine the behaviour of individuals and groups within the organizational structure (Morocco& Wells, 2003). The organizational climate reflects the culture of the community and its values and includes participation, warmth, social rewards, collaboration, communication, growth, innovation, autonomy, hierarchy, structure, external rewards, achievement, etc (Ostroff, 1993).

Need of the Study

Human resources are the most important asset to the development of an organization. It is the resource that use other sources and makes the best returns from them. Due to various reasons, strike action has become a frequent theme in India, especially in Kerala state. The strike is being used as a means of protest by organizations and political parties in India (Jacob et al., 2016). Employees those who are engaged in strike might perceive that their employers (management or government) as being insensitive and dishonest, (Premium Times, 2013). They are not ready to understand any 'language' such as bargaining or legislative processes other than 'strike' (Bolashodun, 2015; Osakede & Ojimakinwa, 2014). Job satisfaction has been studied as an important topic over the years (Akfopure et al., 2006) as satisfied employees work proactively for the organisation. Organizational Climate (OC) is an important concept in organizational behaviour as it helps to understand the perception of the respective organisations' employees (Denison, 1996; Ostroff et al., 2003; Asif, 2011). Job satisfaction and organizational climate in relation to employee strike propensity is a domain which is understudied in the Indian context. Therefore, the current study focussed on this realm.

METHODOLOGY
Aim

The aim of the study is to understand the influence of Job Satisfaction and Organizational Climate on Employee Strike Propensity among labour union members.

OBJECTIVES
1. To assess the relationship between Employee Strike Propensity and Job Satisfaction among labour union members.
2. To understand the relationship between Employee Strike Propensity and Organizational Climate among labour union members.
3. To examine the influence of Job Satisfaction and Organizational Climate on Employee Strike Propensity among labour union members.

HYPOTHESES
H$_1$: There will be no significant relationship between and Job Satisfaction Employee Strike Propensity among labour union members.

H₂: There will be no significant relationship between Organizational Climate and Employee Strike Propensity among labour union members.

H₃: There will be no significant influence of Job Satisfaction and Organizational Climate on Employee Strike Propensity among labour union members.

Tools Used
1. The tool used to assess employee strike propensity is Employee Strike Propensity Scale developed by Amal and Jayakumar (2020). The scale consisted of 24-items with a five-point Likert type response. viz Strongly Disagree =1, Disagree =2, Undecided =3, Agree =4, and Strongly Agree =5. The Cronbach's alpha is found to be 0.74 and the Split-half reliability is 0.79. A moderate score of 0.55 with the Participatory Behaviour Scale which indicated a moderate concurrent validity.
2. The tool used to assess job satisfaction is Job Satisfaction Scale developed by Macdonald and Maclntyre (1997). The scale consisted of 10-items with a five-point Likert type response. viz Strongly Disagree =1, Disagree =2, Undecided =3, Agree =4, and Strongly Agree =5. The Cronbach alpha of 0.77 reflects an adequate validity.
3. The tool used to assess organizational climate is Organizational Climate Scale developed by Peña-Suárez et al., (2013). The scale consists of 15-items with a five-point Likert type response. viz Strongly Disagree =1, Disagree =2, Undecided =3, Agree =4, and Strongly Agree =5. The Cronbach alpha of 0.94 ensures adequate validity.

Sample and Procedure
A total of 116 labour union members participated in the current study. The participants were selected from various central government organizations in and around Ernakulum District of Kerala State in India. The respondents were requested to fill the questionnaire with their genuine responses.

Statistical Tools
The SPSS version 21.0 was used to statistically analyze the collected data. Correlation were used to find the relationship between the variables and the regression analysis was used to find the influence of independent variable on the dependent variable.

RESULTS AND DISCUSSION

Table 1
Correlation of Job Satisfaction and Employee Strike Propensity among labour union members.

Variables	Employee Strike Propensity	Mean	SD
Employee Strike Propensity	____	77.39	8.26
Job Satisfaction	-0.42*	27.22	5.12

*Significant at the 0.05 level

H₁: There will be no significant relationship between and Job Satisfaction Employee Strike Propensity among labour union members.

From table 1, it can be seen that employees strike propensity is negatively correlated with job satisfaction. Employees who are dissatisfied with their job exhibited more proneness to engage in strikeand vice versa. Employees with low job satisfaction exhibit more positive attitudes towards strike action (i.e., they were more willing to accept and obey) when compared to the employees with high job satisfaction (Ineme & Ineme, 2016). Numerous studies showed that job satisfaction is positively related to the organizational commitment and organizational loyalty and organizational loyalty is negatively related to the strike action (Jones, 2012). It has been found that both intrinsic and extrinsic job satisfaction are capable of influencing organisational commitment and loyalty of employees to an organisation employee loyal and committed towards the organisation is less likely to

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engage in strikes. Employees who are not satisfied lookout for opportunities to stay off from the work and strikes do help them to some extent. Maslow's (1943) theory reasoned out that low job satisfaction experienced by employees are due to the inability or unwillingness of employers (governments and management) to provide motivational needs for the employees which result in lack of motivation among the employees. Employees try to express their dissatisfaction in the work through engaging in strike. Sometimes, employees strike is the only 'language' that managements and government can understand (Osakede & Ojimakinwa, 2014). Employees believe that strike is an effective method to attract the attention of the management and the government. Employees with low job satisfaction find strike as a means to attract the employers' attention to their unsatisfactory demands and needs (Ineme & Ineme, 2016).

Table 2
Correlation of Organization Climate and Employee Strike Propensity among labour union members.

Variables	Employee Strike Propensity	Mean	SD
Employee Strike Propensity	____	77.39	8.26
Organization Climate	-0.48*	25.55	4.14

*Significant at the 0.05 level

H₂: There will be no significant relationship between Organizational Climate and Employee Strike Propensity among labour union members.

From table 2, it can be found that a significant negative relationship was observed between organizational climate and employee strike propensity among labour union members. Employees who perceived negative organizational climate exhibit high propensity to engage in strike. Organizational climate may be defined as "the shared perceptions of the employees' organizational policies, practices, and procedures" (Reichers & Schneider, 1990). A positive organizational climate creates the work passion among the employees and enhances the commitment level towards their organisation. Organizational climate has a direct effect on employees' motivation. A good working climate in the organization enhances or boosts the morale, loyalty and productivity of employees which restrain them from engaging in strike. Organizational climate has been proven to influence the employee's behaviour such as participation, absenteeism, level of stress and work commitment (Rose, 2002, 2004). Studies have found that stress, burnouts and mobbing are associated with activities or events and that are closely related to the organizational climate. The organizational climate influences the behaviour of the employees and then influence the organizational performance of employees (Schneider & Reichers, 1983). Therefore, a negative organisational climate has prompted them to engage in protests.

Table 3
Influence of Job Satisfaction and Organization Climate on Employee Strike Propensity among labour union members.

Independent Variables	Dependent Variable	Unstandardized Coefficient		Beta	t-value $p<0.05$	Model Summary $p <0.05$	Tolerance	VIF
		B	SE					
Job Satisfaction	*Employee Strike Propensity*	-0.53	0.12	-0.33	-4.23	F = 29.17 $R^2 = 0.34$	0.95	1.05
Organization Climate		-0.82	0.15	-0.41	-5.25		0.95	1.05

H₃: There will be no significant influence of Job Satisfaction and Organizational Climate on Employee Strike Propensity among labour union members.

From table 3, it can be observed that there are two independent variables (IV) which significantly predicts the Employee Strike Propensity i.e., job satisfaction and organizational climate. Job satisfaction and organizational climate collectively explained 34% of variance in Employee Strike propensity. Beta (β) explained the order and the importance of the independent variables. In the current study, it can be observed that Job Satisfaction has obtained a beta value *(β = -0.33, p <0.05)* which shows that when one standard deviation of Job Satisfaction increases, *-0.33* standard deviation of employee strike propensity decreases. Similarly, Organization Climate has obtained the beta value *(β = -0.41, p <0.05)* which indicate that when one standard deviation of Organization Climate increases, *-0.41* standard deviation of employee strike propensity decreases. In this study, F-value is significant which indicates that Job Satisfaction and Organization Climate significantly improves the model fit of the data better than model with no IV [F (2,113) = 29.17, p<0.05].

Strikes are aimed at enhancing the welfare of the employees (Ineme & Ineme, 2016). The need to engage in strike arouse when the employees are either dissatisfied with their working condition or when they perceive that their employer or management exploit them and fail to satisfy their needs. Therefore, job satisfaction resulted in strike propensity among labour union members.

Positive organisational climate is the key to the success of any organisation. When the employer fails to render the needed support, it creates a disruption in the harmonious relationship as well as adversely affecting the work environment. Negative organisational climate results in disengagement of the employees in work and therefore decline in profit. The employees do not hesitate to voice out their disagreements with the employer which may sometimes lead to strike.

CONCLUSION

Employee dissatisfaction can be eliminated through addressing their grievances, fulfilling their demands and providing them with perks and plans. Providing salaries promptly and giving employees their deserving incentives to encourage them to work hard enhances the organisation's productivity. Free flow of communication between the employees and the management help to settle the conflicts before it escalates into an unpleasant level.

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