

A Study on Organisational Commitment, Organisational Climate and Job Satisfaction Among Defence Employees

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ABSTRACT

The present study was a descriptive research design using a comparative approach to assess Organisational Commitment, Organisational Climate, and Job Satisfaction among defence employees. The data from 130 defence employees were selected for the present study and the data was collected using a purposive sampling technique. IBM SPSS was used for analysing the data, which included descriptive statistics, the Independent Samples T-Test, and Analysis of Variance (ANOVA). The study found a significant difference in Organisational Commitment among defence employees (scientists and officers) and highlighted the importance of the factor Concerned for the Organisation. Additionally, the result showed that there were significant differences between the factors of Organisational Climate and Job Satisfaction such as Result, Reward, Interpersonal Growth, Organisational Process, and Job Concrete on Employee Work Experience.

Keywords: *Organisational Commitment, Organisational Climate, Job Satisfaction, Result, Reward and Interpersonal Growth, Organisational Process, Job Concrete, Defence Employees (Scientists and Officers).*

An organisation is a group of individuals working together to achieve predetermined goals. The organisation includes task alignment with respect to the company's ultimate aim and the division of work among personnel (Jones & George, 2017). The Indian defence sector is crucial with dedicated people working in two communities, including the military defence force and the civilian defence force, to constantly safeguard the country and establish a deep commitment to India. Organizational Commitment is frequently defined as having an emotional and moral component as well as a more practical component (Meyer & Allen, 1990). Studies have found that organisational commitment leads to increased output and better quality as well as poor performance. Most of the research suggested that government employees have a high organisational commitment (Macauyag, 2020).

Organisational climate is crucial in every organization, including defence organisations. The working environment for defence personnel is particularly stressful and holistic.

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Organizational Organisational climate pertains to the prevailing culture within an organization, which influences the extent to which the organization's values and beliefs affect the employees' experiences and attitudes in the workplace (Vijayalakshmi et al, 2017).

Job satisfaction refers to the degree to which employees are content with their jobs. Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully (Hoppock,1935). Job satisfaction is as affective orientation on the part of individuals toward the work roles which they are presently occupying (Vroom, 1964). Job satisfaction can be influenced by intrinsic factors such as a sense of success, relationships with coworkers, and job security, as well as extrinsic factors such as salary, working conditions, and external obligations like family and social responsibilities. Some previous studies stated that the majority of Indian workers are content with their occupations and their connections with coworkers, but they are not content with their pay in different sectors (Michel, 2016).

Need and Significance

India's economy is one of the world's fastest expanding, and its expanding economic and military power makes it an important factor in the area. It is critical for looking into India's defence operations and how personnel are committed to the organisation, how each of them differs in terms of their climate, and how they differ in terms of job satisfaction. Studying Organisational Commitment, Organisational Climate, and Job Satisfaction among defence employees can be beneficial in identifying differences among employees and developing effective interventions to increase their contributions towards the country.

REVIEW OF LITERATURE

A study was to identify the Malaysian private organisation employees' perception of their jobs and how to improve their work commitment towards their organizations and the relationship between organizational commitments of employees influenced by Job satisfaction. The findings from the study confirmed that job satisfaction, job involvement, and perceived organizational support influencing organizational commitment of employees by affective, continuance and normative type commitment are significantly positive and accepted. Normative and affective types of commitments have a high influence on getting the employee's job involvement, job satisfaction and perceived organisational support Chelliah et al. (2015).

Another study examines organizational commitment and motivating elements in tipped and non-tipped restaurant workers when they are distinguished by gender. The ANOVA approach was used to evaluate the data gathered from employees of a well-known, branded restaurant chain to see if there were any significant differences between the tipped and no tipped employees in terms of their degree of motivation and organizational commitment Curtis et al. (2009). Another study looked into how government employees' job engagement and workplace culture relate to one another. Based on these criteria, the study also focused on gender differences. 200 middle-level employees, both male and female, who reside in cities were the subject of this study. According to a survey of 40–55-year-old government workers, job involvement significantly improved the overall climate of the workplace. In the cases of both female employees and their male counterparts, this relationship was also found to be highly connected Puri et al. (2013). A study was to determine how HR procedures affect employee attrition in Indian defence PSUs. The study focused on how hiring practices, performance appraisal procedures, and training procedures relate to the

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designation level. Additionally, the researcher looked into the relationships between executive satisfaction levels, performance appraisal and training practices, hiring practices, and attrition reasons. The hiring practices, performance appraisal practices, training practices, and reasons for attrition are all positively correlated. Three variables are significantly associated, according to the correlation analysis, at a level of significance of 0.001, which is lower than the study's confidence level of 0.05 Dobhal & Nigam (2018).

Research Gap

There was a limited amount of research available on Organisational Commitment, Organisational Climate, and Job Satisfaction among defence employees in India. Additionally, the existing literature predominantly focuses on Non-Government and Government employees in a general sense. Therefore, there is a need for more comprehensive and targeted research to examine these constructs specifically in the context of defence personnel in India.

METHODOLOGY

Statement of Problem

The research aims to compare Organisational Commitment, Organisational Climate, and Job Satisfaction among scientists and officers working in the defence sector of the Government of India. The goal of this study is to identify significant differences between the variables among the defence employees and develop new solutions to improve them.

Research Objectives

- To assess whether there is any significant difference exist between Scientist and Officers on Organisational Commitment.
- To assess whether there is any significant difference exist between Scientist and Officers on Organisational Climate.
- To assess whether there is any significant difference exist between Scientist and Officers on Job Satisfaction.
- To assess whether there is any significant difference exist between Scientist and Officers on the factor Concern for the Organisation of Organisational Commitment.
- To assess whether there is any significant difference exist between Scientist and Officers on the factor Job Economic under Job Extrinsic of Job Satisfaction
- To assess whether there is any significant difference exist between the Employee Work Experience and Organisational Climate.
- To assess whether there is any significant difference exist between the Employee Work Experience and the factor Result, Reward and Interpersonal Growth of Organisational Climate
- To assess whether there is any significant difference exist between the Employee Work Experience and the factor Organisational process of Organisational Climate.
- To assess whether there is any significant difference exist between the Employee Work Experience and the factor Job Concrete under job Intrinsic of Job Satisfaction.

Hypothesis

- H₀₁: There is no Significant difference between Scientist and Officers on Organisational Commitment.
- H₀₂: There is no Significant difference between Scientist and Officers on Organisational Climate.

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- H₀₃: There is no Significant difference between Scientist and Officers on Job Satisfaction.
- H₀₄: There is no significant difference between Scientist and Officers on the factor Concern for the Organisation of Organisational Commitment.
- H₀₅: There is no significant difference between Scientist and Officers on the factor Job Economic of Job Satisfaction.
- H₀₆: There is no significant difference between the Employee Work Experience and Organisational Climate.
- H₀₇: There is no significant difference between the Employee Work Experience and the factor Result, Reward and Interpersonal Growth of Organisational Climate
- H₀₈: There is no significant difference between the Employee Work Experience and the factor Organisational process of Organisational Climate
- H₀₉: There is no significant difference between the Employee Work Experience and the factor Job Concrete of Job Satisfaction.

Research design

The study is mainly focusing on a comparative approach. Through this study, we could identify whether there is any significant difference between scientists and officers who are currently working in the defence sector under the Government of India on Organisational Commitment, Organisational Climate and Job Satisfaction and based on that, we could develop new solutions to it. The present study is based on a Quantitative non-experimental group design with a comparative approach involving variables like Organisational Commitment, Organisational Climate and Job satisfaction. This study is quantitative and places a strong emphasis on the statistical analysis of information gathered using standardized questionnaires.

Operational Definition

- **Organisational Commitment:** Organisational commitment is defined as an individual's emotional attachment and loyalty to an organisation, which results in a readiness to exert effort on its behalf and a desire to stay a member of the organisation (Meyer & Allen, 1997).
- **Organisational Climate:** The term Organisational climate refers to the overall perception of one's organisation as well as the personal impact of the work environment on an individual's work behaviours and job-related attitude (Singh & Dhawan, 2012).
- **Job Satisfaction:** Job satisfaction refers to the degree of happiness and favorable emotions an individual experiences towards their job, influenced by how they perceive their work and work-related experiences (Spector, 1997).

Variables

The study consists of three variables

- Organisational Commitment
- Organisational Climate
- Job Satisfaction

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Demographic Variables

The social demographic variables include the employee's age and gender, work experience, qualification, and designation.

Geographical Area

The study included participants between the ages 30 – 60 who are currently posted in Bengaluru, Karnataka, India.

Sample and Technique

The study was conducted in Bengaluru, Karnataka and the participants were selected from a specific group of individuals, namely defense employees currently working under the Government of India with a posting in Bengaluru and students aged between 30-60 years. Informed consent was obtained from each participant before they participated in the study, and basic demographic information was also collected. The sample was collected using a purposive sampling technique via both offline and online survey forms.

Sample Distribution

Inclusion Criteria:

- The sample population comprised of defence employees who are currently staying in Bengaluru were willing to participate in the study.
- Those who are working for the defence organization under Government of Indian and those who worked at least minimum 5 Years and belong to the age group of 30-60.

Tools for the study

- 1. Organisational Commitment Scale (Upinder Dhar, Prashant Mishra, 2002):** Dr Upinder Dhar and Dr Prashant Mishra developed the scale to assess Organisational Commitment. To assess the validity and reliability of the measure, a sample of 500 executives working for different organisations was selected. According to research, the overall scale's reliability coefficient was 0.6078. Two key factors and a total of eight items constitute the scale. Factors 1 and 2 were concerned with the organisation and identification with the organisation respectively. The scoring of the scale developed as 5,4,3,2 and 1. Statements 6 and 8 were determined by reverse scoring.
- 2. Organisational Climate Scale (Sanjyot Pethe, Sushma Chaudhari, Upinder Dhar, 2001):** Dr Sanjyot Pethe, Dr Sushma Chaudhari and Dr Upinder Dhar have developed the Scale that to measure the Organisational Climate. A sample of 205 executives and supervisors was used to compute the reliability coefficient using the split-half method. The coefficient for the scale found was 0.87. 22 items were in the inventory. Four factors were found using factor analysis. The factors were 1. Results, Reward and Interpersonal Relations, 2. Organisational Process, 3. Clarity of Roles and 4. Altruistic Behavior. Items 2, 3, 4, 5, 10, 11, 12, 14, and 15 are used to gauge factor 1. Items 13, 16, 17, 18, 19, 20, 21, and 22 are used to measure factor 2. Items 6, 7, 8, and 9 are used to measure factor three, and item 1 is used to measure factor four. Reverse scoring was used to determine statements 5, 7, 8, and 17.
- 3. Job Satisfaction Scale (Dr. Amar Singh, Dr. TR Sharma, 1999):** Dr Amar Singh and Dr T.R. Sharma developed the Job Satisfaction Measurement Scale. The scale includes 30 statements that are associated with different vocations and measure job satisfaction. Statements 6, 11, 19, 23 and 25 have direct connections with vocation like the workplace settings. Statements 8, 15, 16, 17, 21 and 27 are those that are

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generally associated with work, such as cooperation and democratic approaches. The numbers 1, 3, 4, 7, 10, 12, 26, and 30 correspond to the statements that are externally related to professions like intelligence, psychosocial group, and social matter. Financial issues including pay and everything related to statements number 2, 5, 9, and 18. The quality of life, national economy, and national growth, among other things, are mentioned in statements 14, 22, 24, 28, and 29. The scores obtained by the two primary elements Factors 1 and 2 are internal and external to the job. There are two components under "job intrinsic": (1) Job Concrete and (2) Job Abstract. Three elements constitute the job extrinsic factors psychosocial, economic, and community and national development. There are positive and negative statements numbers on the scale. The negative numbers are 4, 13, 20, 21, 27, and 28. The rest are all positive. Negative statements scored 0,1,2,3, and 4, whereas positive statements scored as 4,3,2,1,0 and higher the score higher the level of job satisfaction. Based on Test-Retest with a 25-day interval, the reliability was found to be 0.978 (N=52) and 0.743 was found to be the validity.

Statistical Analysis

Data were analysed using SPSS package. Descriptive and inferential statistical method were used for the study.

Inferential Statistics

Independent sample t-test

Independent sample t-test is used to determine the significant difference between the variables. The t-test is a widely used term in statistics. The Independent Samples t-test analyses the means of two separate groups to see if there is statistical evidence that the population mean values are statistically significantly different. A parametric test is the Independent Samples t-test.

One-way Analysis of Variance (ANOVA)

A statistical test called an analysis of variance, or ANOVA is used to compare the means of more than two groups. One independent variable is used in a one-way ANOVA, while two independent variables are used in a two-way ANOVA. a categorical independent variable and a quantitative dependent variable are the variables of a one-way ANOVA. There should be at least three levels in the independent variable.

RESULTS AND DISCUSSION

Table 1 Showing the total, Mean, and SD of Organisational Commitment, Organisational Climate and Job Satisfaction

Variables	<i>N</i>	<i>M</i>	<i>SD</i>
Organisational Commitment	130	35.07	3.136
Organisational Climate	130	95.74	25.334
Job Satisfaction	130	66.32	5.637

Note: N=130

The table shows the total, mean and standard deviation of the Organisational Commitment, Organisational Climate and Job Satisfaction Scale among defence employees (N=130) i.e., Organisational Commitment (M=35.07, SD=3.136), Organisational Climate (M=95.74, SD=25.334) and Job Satisfaction (M= 66.32, SD= 5.637).

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Table 2 t-test Descriptive Results for Comparing Variables among Scientists and Officers

Variable	Designation	N	M	SD
Organisational Commitment	Scientists	65	36.40	2.022
	Officers	65	33.74	3.483

Note: N= 130

The above table shows the Independent Sample t-test descriptive results for comparing variable Organisational Commitment among Scientists and Officers (N=130) i.e., Scientists (M=36.40, SD= 2.002) and Officers (M=33.74, SD= 3.483).

H₀₁: There is no Significant difference between Scientist and Officers on Organisational Commitment.

Table 3 t-test results for comparing variables among Scientist and Officers

Variable	t	df	p-value (Sig.)
Organisational Commitment	5.328	128	.001

Note: **p<.001

The above table shows the Independent Sample t-test for comparing variables among Scientists and Officers. It was found that the t-value is 5.328 for the Organisational Commitment and the p-value is 0.001. It can be seen that there is a significant difference between Scientists and Officers on Organisational Commitment and hence the hypothesis (H₀₁) which states that there is no significant difference between Scientists and Officers on Organisational Commitment is rejected.

Table 4 t-test Descriptive results for comparing Factors among Scientist and Officers

Factors	Designation	N	M	SD
CO	Scientists	65	24.34	1.471
	Officers	65	21.77	3.205
EC	Scientists	65	9.49	1.091
	Officers	65	9.35	1.634

Note: N= 130

The Independent Sample t-test for comparing factors among Scientists and Officers is shown in the table above (N=130) i.e., Factor CO; Scientists (M=24.34, SD=1.471) and Officers (M=21.77, SD= 3.205). Factor EC; Scientist (M=9.49, SD= 1.091) and Officers (M=9.35, SD= 1.634).

H₀₄: There is no significant difference between Scientist and Officers on the factor Concern for the Organisation of Organisational Commitment.

Table 5 t-test results for comparing for Factors among Scientist and Officers

Factors	t	df	p-value (Sig.)
CO	5.873	128	.001

Note: **p<.001

The Independent Sample t-test for comparing variables between Officers and Scientists is displayed in the above table. The factor Concern for the Organisation of Organisational

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Commitment was found to have a t value of 5.873, the df was found to have 128 among employees and the p-value is 0.001. The hypothesis (H₀₄), which states that there is no significant difference between Scientists and Officers on the factor Concern for the Organisation of Organisational Commitment, is rejected as a result of the evidence showing that there is a significant difference between Scientists and Officers on the factor Concern for the Organisation of Organisational Commitment.

H₀₅: There is no significant difference between Scientist and Officers on the factor Job Economic of Job Satisfaction.

Table 6 t-test results for comparing for Factors among Scientist and Officers

Factors	t	df	p-value (Sig.)
EC	.568	128	.031

Note: *p<0.05

The factor Economic of Job Satisfaction was found to have a and t value .568, df of 128 and p-value 0.031 respectively. The hypothesis (H₀₅), which states that there is no significant difference between Scientist and Officers on the factor Job Economic of Job Satisfaction, is rejected.

H₀₆: There is no significant difference between the Employee Work Experience and Organisational Climate.

Table 7 One- way ANOVA for Comparing Variables and Employee Work Experience

Variables	Employee Work Experience	N	F	M	SD	p-value (Sig.)
Organisational Climate	5-15 Years	74	3.77	92.80	23.221	.026
	16-25 Years	32		93.13	28.639	
	26-35 Years	24		108.29	24.104	

Note:* p<0.05

The above table shows a One-way Analysis of Variance (ANOVA) for comparing variables and Employee Work Experience. Those who have work experience between 5 to 15 years (M=92.80, SD=23.221), 16 to 25 years (M=93.13, SD=28.639) and 26 to 35 years (M=108.29, SD=24.104). It can be seen that the mean is high for employees who have 26 to 35 years of work experience. The F value was found to be 3.77 and the p-value was found to be 0.026 which can be stated that there is a significant difference between employees' work experience and Organisational Climate hence the hypothesis (H₀₇) is rejected.

H₀₇: There is no significant difference between the Employee Work Experience and the factor Result, Reward and Interpersonal Growth of Organisational Climate.

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Table 8 One-way ANOVA for Comparing factors and Employee Work experience

Factors	Employee Work Experience	N	F	M	SD	p-value (Sig.)
RRI	5-15 Years	74	4.993	38.86	12.141	.008
	16-25 Years	32		38.44	13.567	
	26-35 Years	24		47.55	12.868	

Note: *p<0.05

The One-way ANOVA for comparing variables and employee work experience is displayed in the above table. For the factor of Result, Reward and Interpersonal Growth of Organizational Climate, it was found that the employees with work experience of 5 to 15 years (M=38.86, SD=12.141), 16 to 25 years (M=38.44, SD= 13.567) and 26 to 35 (M=47.55, SD=12.868) years have an F value of 4.993, and a p-value of 0.008 respectively. Hence the hypothesis (H₀₇) which states that there is no significant difference between the Employee Work Experience and the factor Result, Reward and Interpersonal Growth of Organisational Climate is rejected.

H₀₈: There is no significant difference between the Employee Work Experience and the factor Organisational process of Organisational Climate.

Table 9 One-way ANOVA for Comparing factors and Employee Work experience

Factors	Employee Work Experience	N	F	M	SD	p-value (Sig.)
OP	5-15 Years	74	2.985	33.47	8.922	0.05
	16-25 Years	32		34.06	13.998	
	26-35 Years	24		39.38	9.136	

Note: *p<0.05

It was discovered that the individuals with work experience of 5 to 15 years (M=33.47, SD=8.922) 16 to 25 years (M=34.06, Sd=13.998), and 26 to 35 years (M=39.38 SD=9.136), have a F value of 2.985 and a p-value of 0.05 for the factor Organisational process of Organisational Climate. Hence the hypothesis (H₀₈) which states that there is no significant difference between the Employee Work Experience and the factor Organisational Process of Organisational Climate is rejected.

H₀₉: There is no significant difference between the Employee Work Experience and the factor Job Concrete under job Intrinsic of Job Satisfaction.

Table 10 One-way ANOVA for Comparing factors and Employee Work experience

Factors	Employee Work Experience	N	F	M	SD	p-value (Sig.)
JC	5-15 Years	74	3.144	12.04	2.003	.046
	16-25 Years	32		12.91	2.263	
	26-35 Years	24		11.63	1.715	

Note: *p<0.05

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It can be seen that for the factor Job Concrete under Job Intrinsic of Job Satisfaction, the individuals with work experience of 5 to 15 years ($M=12.04$, $SD=2.003$), 16 to 25 years ($M=12.91$, $SD=2.263$) and 26 to 35 years ($M=11.63$, $SD=1.715$) have a F value of 3.144, and a p-value of 0.046. Hence the hypothesis (H_{09}) which states that there is no significant difference between the Employee Work Experience and the factor Job Concrete under job Intrinsic of Job Satisfaction is rejected.

SUMMARY AND CONCLUSION

Summary

This study is conducted to find the difference between Organisational Commitment, Organisational Climate and Job Satisfaction among Defence Employees using an Independent Sample t-test and Analysis of Variance (ANOVA). The data was collected from individuals who are currently working in the defence sector under the Government of India. The data were analyzed using the SPSS package. The study found that there is a significant difference between the defence employees (Scientists and Officers) in terms of Organisational Commitment at the 0.001 significance level. The results revealed that scientists ($M=36.40$) had a higher level of Organisational Commitment than officers ($M=33.74$). The study also found that there is a significant difference between the factors of Organisational Commitment, such as Concern for the Organisation, among defence employees (Scientists and Officers) at the 0.001 significance level. Furthermore, the study suggested that there was a significant difference between the factors of Organisational Climate and Job Satisfaction, such as Result, Reward, Interpersonal Growth, Organisational Process, and Job Concrete among Employee Work Experience at the 0.05 significance level. The employees with a work experience of 26 to 35 years ($M=47.55$) had better perceptions of their Organisational Climate and better interpersonal growth in their lives.

In conclusion, the study revealed significant differences between the defence employees (Scientists and Officers) in terms of Organisational Commitment. The study also revealed significant differences between the factors of Organisational Commitment, Organisational Climate, and Job Satisfaction. These findings can be used to develop strategies to improve the levels of Organisational Commitment, Organisational Climate and Job Satisfaction among defence employees.

Conclusion

The present study aimed to assess the difference between Organisational Commitment, Organisational Climate and Job Satisfaction among defence employees using an Independent Sample t-test and Analysis of Variance (ANOVA). The study found that scientists are more committed to their organisation than officers, and employees with a work experience of 26 to 35 years had greater perceptions of their organisational climate and experienced better interpersonal growth in their lives. These findings can help defence organisations to identify and address the factors that influence their employees' commitment, job satisfaction and perceptions of organisational climate.

Implications

The main implication of the study is to find the difference between Organisational Commitment, Organisational Climate and Job Satisfaction among Defence Employees. As an integral part of the country's safety and security, every employee in this sector works tirelessly and dedicates themselves to their respective organisations. Therefore, it is important to understand the varying levels of commitment, climate and satisfaction among

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these employees. The findings of this study will help to identify the factors that contribute to employee commitment, climate and satisfaction within this sector. By comparing Organisational Commitment, Organisational Climate, and Job Satisfaction, we will be able to better understand the unique characteristics of each construct and how they relate to one another. This knowledge will enable us to design more effective strategies and enhance employee satisfaction, motivation, and commitment. Moreover, this study will shed light on the differences in commitment and satisfaction levels between scientists and officers in the Defence sector. By examining the variations in these constructs among different job roles, we will be able to identify the specific factors that contribute to employee commitment and job satisfaction and their perception of the climate of their organisation.

Overall, the results of this study will be valuable for Defence organisations looking to improve their employee commitment, climate and satisfaction levels, by fostering a greater sense of dedication and engagement among their employees, to achieve their mission more successfully.

Limitations

The study has limitations that must be considered when interpreting its results. Firstly, the convenience sampling method used may not represent the entire population of Defence sector employees in India, as data was only collected from individuals in Bangalore. Secondly, the sample size was relatively small, which may not detect small effect sizes or ensure statistical power. Therefore, caution should be exercised when applying the results to other contexts, and future studies should consider using more rigorous sampling methods, larger sample sizes, and standardized data collection methods to improve the validity and generalizability of the findings. Nonetheless, the study provides valuable insights into Organisational Commitment, Organisational Climate, and Job Satisfaction levels among Defence sector employees in India.

Scope for Future Research

Future research can consider the role of other variables that may mediate or moderate the relationship between Organisational Climate and Organisational Commitment, such as leadership style, job autonomy, and work-life balance, by examining these variables, researchers can gain a more comprehensive understanding of the factors that influence the commitment in the Defence sector. The larger samples are essential for enhancing an in-depth understanding of how the variables affect each other among defence employees.

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Conflict of Interest

The author(s) declared no conflict of interest.

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