

Research Article**A STUDY ON ORGANIZATIONAL CLIMATE, EMPLOYEE SATISFACTION AND WORK LIFE BALANCE AT KERALA MINERALS AND METALS LTD (KMML) KOLLAM, KERALA****^{1*}Anandraj K.C. and ²Aravind, S**¹Department of Library and Information Science, Madurai Kamaraj University, Madurai, Tamil Nadu, 625021²Central Library & Department of Library and Information Science, G.T.N.Arts College (Autonomous), Dindigul, Tamil Nadu 624005**Received 20th October 2024; Accepted 15th November 2024; Published online 27th December 2024**

Abstract

This paper examines organizational climate, work-life balance, and employee satisfaction at Kerala Minerals and Metals Ltd. The Study is focused on permanent employees 1,500 samples are 300 determined by using Slovin's formula and selected through a Simple random sampling. Of which data were collected through a structured questionnaire for organizational climate, job satisfaction, and work-life balance using a 5-point Likert scale. An exploratory-cum-descriptive research design was used for the study and data were analyzed by using descriptive statistics & chi-square test. Results show that the workforce is assumed to be predominantly male with an age range of 30 to 50; most employees are married and have between 10 and 20 years of service. The salary and the working environment have employees' satisfaction, job satisfaction varies with age. The organizational climate is generally viewed positively, with some dissatisfaction. All age groups regarded work-life balance as important and strong correlations were identified between both educational attainment and employment status with positive satisfaction outcomes. The findings of the study showed that organizational climate and job satisfaction has a significant influence on work-life balance. In order to increase employee satisfaction, the management is encouraged to review salary differences, grant more autonomy to employees, foster a supportive, team-oriented climate, and establish work-life balance initiatives. It is also suggested measuring periodic surveys and career advancement opportunities for long-term satisfaction and organizational success.

Keywords: Organizational Climate, Employee Satisfaction, Work life Balance, The Kerala Minerals and Metals Ltd, KMML.

INTRODUCTION

Today's in what is the competitive world of business, unravelling what is the internal dynamics that impacts the engagement and productivity of the employees is the essential to the success of any organization. As such, organizations should implement a strong work culture that provides employees with a sense of worth, guidance, and encouragement, as this can significantly influence individual performance and the performance of the organization itself. Organizational climate, employee satisfaction, work-life balance are among the key cross linkages driving KMML's performance as a leading manufacturer of Rutile Titanium Dioxide in India. The organizational climate at KMML, determined by leadership, communication, and workplace culture, impacts how employees view their work atmosphere. Such a perception can have a direct influence on their satisfaction with the job, which, in turn, affects their motivation, engagement with the work, and productivity. In addition, work-life balance has emerged as a critical component of employee wellbeing since employees attempt to juggle their work duties and personal obligations. By helping workers maintain a good work-life balance, a healthy work environment increases employee contentment, lowers stress levels, and ultimately leads to a more motivated and productive workforce. KMML can leverage that knowledge if facts about these three correlate – organizational climate, employee satisfaction, and work-life balance. Each these elements, the organization can increase employee retention, boost performance and create a more holistic working environment,

driving the company's success in a competitive titanium dioxide industry. At KMML, these factors interact in shaping the work environment and employee experiences. By exploring how organizational climate, job satisfaction, and work-life balance affect employee performance and overall organizational outcomes, this study aims to provide insights into how KMML can enhance its internal dynamics to foster a more productive and motivated workforce. This will ultimately contribute to the company's growth, performance, and sustainability in the highly competitive titanium dioxide industry.

Job satisfaction and its relationship with work life balance and organizational climate

A positive organizational climate positively contributes to improving work-life balance enabling higher levels of job satisfaction in employees. All of these can significantly reduce stress and enhance well-being when the organizational culture is inclusive and flexible, allowing employees to better balance their personal and professional responsibilities. The environment leads to policies like flexible working, and the option to work remotely, as well as wellness programs, which encourage the work-life balance.

Devonish *et al.* (2007) emphasized that the relationships among these variables are cyclical, as good organizational climate leads to better work life balance, resulting in greater job satisfaction which, in turn sustains a positive organizational climate. By prioritizing employee satisfaction and ensures engaged employees, organizations can boost productivity, reduce turnover rates, and achieve higher performance. This shows just how much workplace culture is

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interconnected, creating the very system which builds up productivity or prioritizes the holistic health of the workforce.

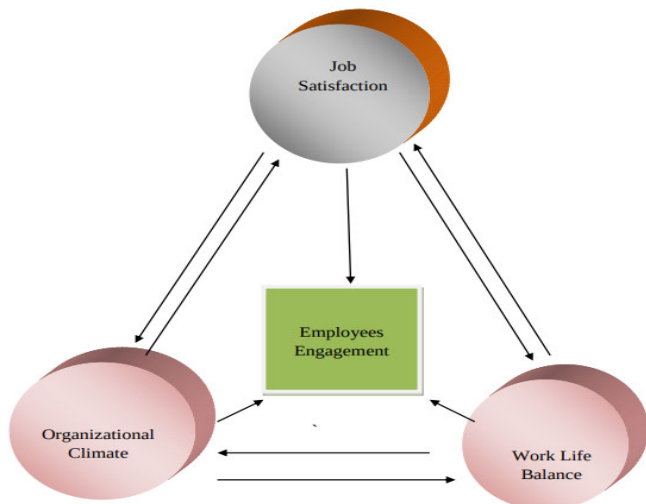


Fig.1. Cyclic Model of Job Satisfaction and Its Relationship with work life balance and Organizational Climate

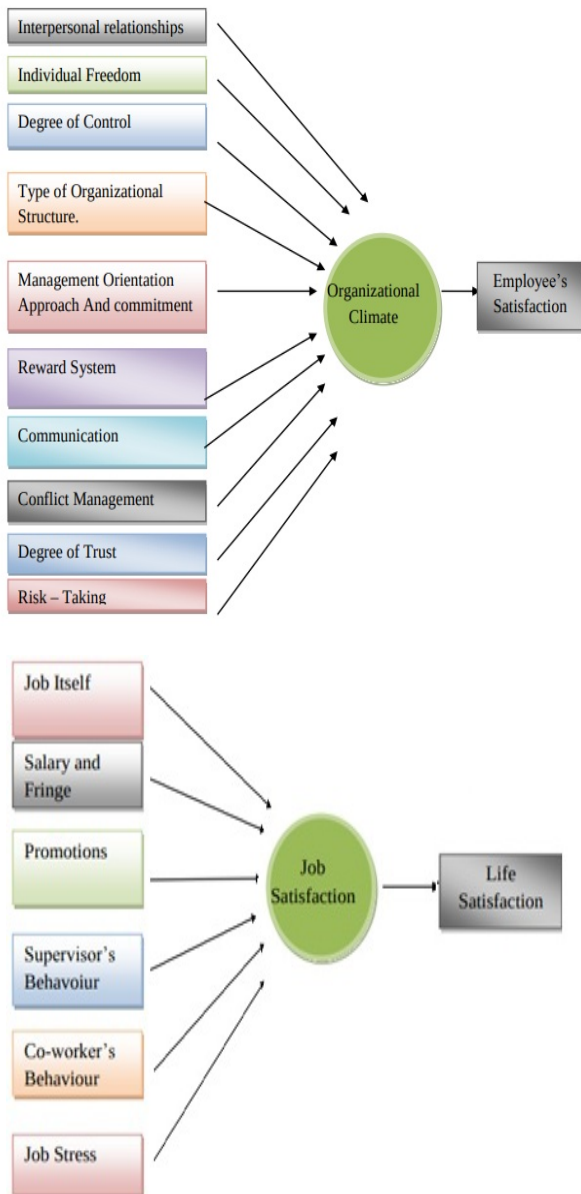


Fig. 2. Conceptual model of the dimensions of Organizational Climate and job satisfaction

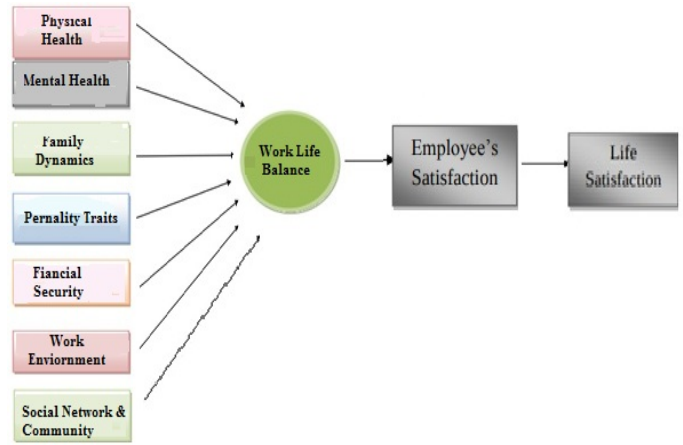


Fig. 3. Conceptual model of the dimensions of Work Life Balance

Kerala Minerals and Metals Limited (KMML)

In an increasingly competitive business landscape, the significance of an organization’s internal environment encompassing organizational climate, employee satisfaction, and work-life balance cannot be overstated. This study investigates these interconnected dimensions within Kerala Minerals and Metals Ltd (KMML), a prominent player in the titanium dioxide industry. Kerala Minerals and Metals Ltd. (KMML), based in Kollam, is India’s sole producer of Rutile Titanium Dioxide (TiO₂) pigment, primarily utilized in paints, rubber, and plastics. The company employs chloride technology for production and holds a 69% market share, yet it struggles to meet the full demand of the Indian market, facing competition from international firms like DuPont. The global TiO₂ market was valued at over USD 17 billion in 2019, with an expected annual growth of 7.5%. Major producers are based in the U.S. and U.K., with China emerging as a significant competitor. Despite India having substantial reserves of Ilmenite and Rutile, challenges like low production levels and environmental regulations hinder growth at KMML plans to expand its production capacity and diversify its product range to remain competitive.

Statement of problem

Employees will be the driving force behind an organization's success. To achieve high employee satisfaction, organizations will need to implement adequate welfare measures. Conducting a job satisfaction survey will help analyze employee satisfaction levels and identify motivational factors related to organizational climate and work life balance. Therefore, this study was aimed to investigate organizational climate, work-life balance, and employee satisfaction at Kerala Minerals and Metals Ltd (KMML) in Chavara, Kollam.

REVIEW OF LITERATURE

Divya and Soundarya (2024), explored employee satisfaction on welfare measures provided by selected organizations in Chennai. A questionnaire was used to gather primary data from 150 employees, and secondary data were retrieved from organizational records as well as the websites. The simple percentage analysis revealed that although the majority of employees were satisfied with the welfare facilities, the researchers offered recommendations on these provisions. Janiukstis (2024) examined the relationship between

organizational climate, work well-being, and deviant behaviour. A positive climate increases well-being, strengthens relationships and reduces the incidence of harassment, with open communication contributing to a decrease in workplace conflict. This is the first study that analyzes causations in these relationships and provides essential information for future studies, conducted in social service centers and schools in Lithuania. Regan, J. (2024). Employee satisfaction with welfare facilities: A study on Kerala Minerals and Metals Limited (KMML) in Kollam. And the study, which is based on data from 60 employees, found that amenities such as healthcare, housing and recreation play a significant role in job satisfaction and productivity. They can do so by continuously assessing and upgrading these welfare services to align with employees' changing requirements, ultimately improving organizational outcomes and helping to establish a favourable work atmosphere at KMML. Lukas et al. (2024) studied the effects of work stress and organizational climate on turnover intention, with job satisfaction as a mediator. Study on data from 135 respondents from housing development companies showed that job stress positively affect turnover intention, and that organizational climate negatively affects turnover intention. Job satisfaction mediates these two relationships. They must enhance mental health, communication and work system-related policies to achieve intent to leave reduction. According to Ranganayaki and Kishore (2024) Assessed the organizational climate is one of the critical components that shape employee experiences, attitudes, and behaviours.

The study defines organizational climate in contrast to other concepts such as culture and engagement focusing on factors like leadership, communication, reward systems, and structure. It shows how individual differences and contextual factors affect employees' perceptions of the workplace. Yiming and Jinsheng (2024) investigated the effect of organizational climate on job satisfaction and psychological well-being among educators in Chinese higher education. The present study demonstrates that a positive OC produced a strong JoS with the help of PW as mediator variable. Moreover, technological influence (TI) moderates the OC-JoS link, indicating that technology increases satisfaction since it smoothing the working atmosphere. The R-squared value of 724 shows that OC, PW, and TI jointly account for 72.4% of the variation in JoS, emphasizing the importance of OC improvement and technology leverage to preserve educators' JS and well-being. Xia et al. (2024) explore the association between kindergarten organizational climate and teacher's job satisfaction by exploring the mediating roles of occupational stress and emotional labour. Organizational climate, stress, and emotional labour directly impact job satisfaction, according to the study, which is based on a survey of 1,091 kindergarten teachers. It indicates that occupational stress, emotional labour and their joint effect can mediate the relationship of job satisfaction to organizational climate and job satisfaction. These results highlight the significance of these factors in nurturing job satisfaction among kindergarten educators. Brahma and Venkatraman (2023) explored how employee satisfaction affects welfare measures and improve the overall productivity of the organization. They emphasize that welfare benefits like insurance and education play an important role in enhancing employee relations and lowering social problems such as substance abuse. The study highlights the importance of progressive welfare measures to keep high motivation and satisfaction in general engineering manufacturing. Rizqi and Qamari (2022) studied employee welfare in HEL the case of

Hema Engineering Limited (HEL). Their survey indicates that HEL's welfare policies like medical benefits and child allowances, improve employee satisfaction and motivation. Most employees are satisfied with the benefits, which serve as a way to attract and retain talent. Moslehpour *et al.* (2018) found in the case of Mongolia's government sector that organizational climate (OC) and work style (WS) mediated the relationship between leadership style and employee satisfaction. The results of the study show that CO and WS facilitate job satisfaction by alignment of leadership. This can inform the decision-making process with a focus to improve human resource strategies at public organizations.

OBJECTIVES OF THE STUDY

The study focused on three important domains related to the current scenario namely job satisfaction, organizational climate, and work-life balance respectively in KMML. Your primary goals will be:

1. To study the employee perceptions on job satisfaction, organizational climate and work life balance.
2. To measure the levels of job satisfaction and organizational climate as work-life balance dimensions.
3. To find out major contributing factors of job satisfaction, organisational climate, and work-life balance.

Hypothesis

- (H₀): The job satisfaction and organizational climate have no significant effect on maintaining work life balance in The Kerala Minerals and Metals Ltd
- (H₁): The job satisfaction and organizational climate have a significant effect on maintaining work life balance in The Kerala Minerals and Metals Ltd.

Scope of the Study

The research will focus on KMML, an integrated titanium dioxide pigment-producing company, to explore employees' perceptions regarding job satisfaction, organizational climate, and work-life balance. Various dimensions of job satisfaction and organizational climate, alongside specific dimensions of work-life balance, will be examined.

RESEARCH METHODOLOGY

This study employed an exploratory-cum-descriptive research design to examine the relationship between organizational climate (independent variable) and employee satisfaction and work-life balance (dependent variables) at Kerala Minerals and Metals Ltd (KMML). The study focused on 1,500 permanent employees of KMML. A sample size of 300 was determined using Slovin's formula and selected through simple random sampling to ensure fair representation across various departments and roles. Data were collected using a structured questionnaire covering organizational climate (leadership, communication, and work environment), employee satisfaction (job fulfillment, rewards, and growth opportunities) and work-life balance (time management, stress, personal life). A five point Likert scale was used to record responses. The data were analyzed using descriptive statistics and chi-square tests to assess significance. Microsoft Excel was used to process the data, providing insights into factors influencing employee satisfaction and work-life balance at KMML.

ANALYSIS AND INTREPRETATION

The data collected from the employees were first tabulated their percentage of personal and social background information's found out, then analyzes the data on the basis of the objective of the study. The results showing Characteristic background of the Respondents from table 1. Total 300 respondents (21.7%) are women employees and (78.3%) employees are men. The education back ground of the employees Three years diploma graduated are in high number ie.(32.7%).Bachelor degree, Engineering Degree and, Master degree, and two year diploma employees are 20%,18.3%,7.3%, respectively.

Table 1. Characteristic background of the Respondents

Sl No.	General information of respondents	Frequency	Percentage
1	Gender		
	Male	235	78.3
	Female	65	21.7
	Total	300	100
2	Marital Status		
	Married	182	60.7
	Un Married	118	39.3
	Total	300	100
3	Education		
	SSLC	6	2
	Plus two	12	4
	Diploma(two year)	15	5
	Dimploa(Three year)	98	32.7
	Bachelor Degree	60	20
	Post Graduate diploma	23	7.7
	B.Tech	55	18.3
	Master Degree	22	7.3
	Mphil	4	1.3
PhD	5	1.6	
	Total	300	100

Status of the Respondents

Category of Permanent Employees categorized into officers (33.33%) and workmen category (33.33%), and DCW Workmen Category (33.33%) they are employed in administration section and plant section. The table show that 9.66% of the respondents are under the age of 30 and 66% of respondent's age between 20-50 years, 24.34% are above 50 years.

Table 2. Category of Employment and Age

SL No.	Category of Permanent Employees	Number	%	SL No.	Age Category	Number	%
1	Officers category	100	33.333	1	Below 30 Years	29	9.66
2	Workmen category	100	33.333	2	30-50 Years	198	66
2	Direct Contract Workmen category	100	33.333	4	Above 50	73	24.34
Total		300	100	Total		300	100

Work Experience and Salary of an Employee

Table 3 showing the work experience of the employees, 28.3% employees are over 1-15 years of experience. 11-20 years of

experienced employees are 30%. Above 20 years of experienced employees are most large group with 41.7%.Showing the salary of the employees, 38% employees are under the 20000-40000 rupees per month gross salary, 34% of an employees under 40000-60000 salary in per month and 24% of an employee's gross is above 60000 per month.

Table 3. Work experience and salary of an employee

SL No.	Work Experience	No.	%	SL No.	Salary	No.	%
1	10 Years	85	28.3	1	20000-40000	115	38
2	11-20 years	90	30	2	40000-60000	102	34
3	Above 20 years	125	41.7	3	Above 60000	83	24
Total		300	100	Total		300	100

Age based analysis of employee's perception of job satisfaction, organizational climate and work life balance

This analysis explores the effect of employees' age on their perceptions of job satisfaction, organizational climate, and work-life balance at Kerala Minerals and Metals Ltd. Employees were categorized into three age groups: under 25 years, between 30 to 50 years, and over 50 years. The study examined factors such as job satisfaction, organizational climate, organizational initiatives, and how work-life balance influences organizational success. A chi-square test of independence was conducted to assess whether age influences employees' perceptions, considering age as the independent variable and the mentioned perceptions as dependent variables.

Employee age group: job satisfaction organizational climate insights: Organizational climate is crucial for employee retention, job satisfaction, and commitment, directly impacting productivity and profitability. A chi-square test was conducted to examine the relationship between age and employees' perceptions of the organizational climate at KMML, as shown in Table 4. The results revealed that most respondents across all age groups perceive the organizational climate positively, although 10.9% rated it as poor. The chi-square value indicates that age influences employees' perceptions. Despite age differences, employees agree that organizational climate affects stress levels, job satisfaction, commitment, and performance. A favorable climate, supported by policies on safety, incentives, involvement in decision-making and work-life balance, reduces stress and enhances satisfaction. Therefore, KMML's organizational climate is conducive to reducing stress, improving satisfaction, and supporting work-life balance.

Table 4. Job Satisfaction and Organizational Climate across the Employees age group

Age	Organizational climate		Total
	Good	Poor	
Less than 25 years	21(72.41)	8(27.59)	29(100)
Between 26 to 50	137(69.19)	61(30.81)	198(100)
More than 50 years	33(45.21)	40(54.79)	73(100)
Grand Total	191(63.67)	109(36.33)	300(100)

The Chi-square value is 14.33593 with P value 0.000773

An analysis of work life and personal life balance: Table 5 examines the connection between work-life balance and personal life. The majority of respondents across all age groups agree that work satisfaction is the key to maintaining a balance between work and personal life. They believe that a quality work life affects this balance, as poor work-life balance leads

to stress that impacts family life. A stress-free work environment is recommended to help employees manage both aspects effectively. Chi-square results show a significant association between age and the perception of work-life satisfaction in achieving a balanced life.

Table 5. An analysis of work life and personal life balance

Age	Work life and Personal Life Balance		Total
	Good	Poor	
Less than 25 years	25(86.21)	4(13.79)	29(100)
Between 26 to 50	185(93.43)	13(6.57)	198(100)
More than 50 years	34(46.58)	39(53.42)	73(100)
Grand Total	244(81.33)	56(18.67)	300
			-100

The Chi-square value is 77.64 with P value .00001

Organizational level initiatives towards WLB: an analysis:

Table 6 depicts that majority of employees feel that organizational level initiatives for maintaining better work life balance are importance. They have admitted the importance of initiatives undertaken by the organization for better work life balance in very large number. They feel that work life balance initiatives at organization level reduces stress levels, raises job satisfaction of the employees which leads to life satisfaction. The chi-square portrays the conclusion that age has no effect on such perception of employees in KMML irrespective of the age the employees in KMML feels that organization can be facilitator in achieving work life balance of employees through its various work life policies and programs as well as better organizational climate.

Table 6. Organizational Level Initiatives towards WLB: An Analysis

Age	Organizational Level Initiatives		Total
	Good	Poor	
Less than 25 year	26(89.66)	3(10.34)	29(100)
Between 25 to 50 year	153(77.27)	45(22.73)	198(100)
More than 50 years	73(100)	0	73(100)
Total	45(84)	217(106)	300(100)

The Chi-square value is 1.26 with P-Value is .000024

Educational qualification of employees and their perception towards job satisfaction, organizational climate and work life balance: an analysis

This analysis examines the relationship between employee's educational qualifications and their perceptions of job satisfaction, organizational climate, and work-life balance at KMML. Employees were categorized into three groups, these groups were analyzed as independent variables, with job satisfaction, organizational climate, work-life balance, and related organizational factors as dependent variables.

Table 7. Educational Qualification and Job Satisfaction: An Analysis

Educational Qualification	Satisfaction from the Present job		Total
	Satisfied	Dissatisfied	
Graduation/B.Tech	110(95.65)	5(4.35)	115(38.3)
Post- Graduation and above	45(83.3)	9(16.7)	54(18)
SSLC/Plus two/Diploma	129(98.5)	2(1.5)	131(43.7)
Total	284(94.7)	16(5.3)	300

Table 7 depicts the analysis about the association between educational qualification and perception regarding satisfaction from the present job. As exhibited in the table, the results indicated that majority of the employees were satisfied from their present job. It conveys that KMML is taking care of on

the job factors and off the job factors. Fair and adequate opportunities of promotions, attractive salary and fringe benefits, supportive behavior of supervisors and co-worker and improved working conditions are the major source of satisfaction. It is important to note that a negligible amount of respondents have shown dissatisfaction from their present job. Further, the value of chi-square test illustrates the fact that education qualification and perception regarding job satisfaction are significantly associated.

Table 8. Educational Qualification and Organizational Climate

Educational Qualification	Organizational Climate		Total
	Satisfied	Dissatisfied	
Graduation/B.Tech	108(93.91)	7(6.8)	115(38.3)
Post- Graduation and above	47(87)	7(13)	54(18)
SSLC/Plus two/Diploma	128(97.7)	3(2.3)	131(43.7)
Total	283(94.3)	17(5.7)	300

The Chi-square value is 8.209873 with P-Value .016492.

The above analysis has been carried out to study the perception of employees towards organizational climate in KMML and degree of association between educational qualification and their perceptions. The results have been illustrated in the table 8 and reported significant chi-square value at 5 percent level of significance. It means that educational qualification of the respondents affect their opinion towards organizational climate. Thus, it can be summarized from the above analysis that organizational climate in KMML is more favorable and is helping employees in managing work and personal life through effective welfare facilities, better growth opportunities and competitive salaries.

Table 9. Work Life and Personal Life Balance Analysis

Educational Qualification	Work Life and Personal Life Balance Analysis		Total
	Satisfied	Dissatisfied	
Graduation/B.Tech	109(94.7)	6(5.3)	115(38.3)
Post- Graduation and above	43(79.6)	13(20.3)	54(18)
SSLC/Plus Two/Diploma	122(93.2)	10(6.8)	131(43.7)
Total	274(91.4)	26(8.6)	300

The Chi-square value 17.53709 Df=2, with P-Value is .000156.

As exhibited in the table 9 the results indicated that majority employees hold the same view and admitted that the satisfaction from their work life is important to maintain work and personal life balance. The employees feel that improved quality of work life reduces the level of stress and improve work life balance. The chi-square results indicated that the respondent's opinion regarding the importance of satisfaction from work life to achieve work and personal life balance and educational qualification of employees in KMML are significantly associated with each other. It communicates irrespective of the educational qualification of respondents; they strongly feel that work life quality is very important to maintain work and life balance. it can be concluded that quality of work life like good work climate, provisions of various family friendly policies, attractive job, job security etc. aid in better management of work and personal life interface.

Analysis of job status and perception of job satisfaction, organizational climate and work life balance:

Job satisfaction is the amount of pleasure associated with a job and it influences the behavior, attendance and length of

services. Job satisfaction is an important variable to evaluate an organization's success. The present study in this section has been designed to assess the influence of job status perceiving different aspects of job satisfaction, organizational climate and work life balance. For this purpose, the total 300 sample respondents were grouped into three categories as (100) 33.33 percent respondents Managerial, (100) 33.33 Worker Category and (100) 33.33 percent Direct Contract Workers Job status was taken as an independent variable. The study examined the perception of employees towards job satisfaction, organizational climate, organizational level initiatives and work life balance for the organizational success and effectiveness. The chi-square test of independence has been applied to determine any significant association between these facets and job status of the employees.

Table 10. Analysis of job status held and their satisfaction from present job

Post held	Present job		Total
	Satisfied	Dissatisfied	
Managerial Category	61(80.26)	15(19.74)	76(100)
Skilled Workers Category	120(80.54)	29(19.46)	149(100)
Un skilled workers Category	5(6.6)	70(93.4)	75(100)
Total	186(62.00)	114(38)	300(100)

The Chi-square value 129.9582 Df=2 with P-Value is < .00001.

The relevant data is presented in table 10 It is obvious from the table that 19.74% Managerial Category were Dissatisfied with the job whereas 80.26% have admitted higher satisfaction with job. Similarly, in case of skilled workmen, 19.46 % proportion has shown dissatisfaction with the job. In contrast, majority of unskilled workmen (93.4%) were not satisfied with the present job. It gives the inference that employee in KMML are partially satisfied (38%)with present job, chi-square test of independence revealed that occupational status has significant impact in determining the satisfaction level of employees. Job status of employees and their perception regarding satisfaction with their present job are significantly associated with other. On the basis of revelations made in the study, it is therefore established that low level of job satisfaction affect the overall production and profitability of the organization. The study suggests that organizations should take more initiatives to improve job contents to un skilled workers which will help to increase the level of job satisfaction and consequently reduce the level of job stress

Table 11. Job status and organizational climate: an analysis

Post held	Organizational Climate		Total
	Satisfied	Dissatisfied	
Managerial Category	65(85.5)	11(14.5)	76(100)
Skilled Workers Category	122(81.9)	27(9)	149(100)
Un skilled workers Category	61(81.3)	14(18.67)	75(100)
Total	248(82.6)	52(17.3)	300(100)

Chi-square value 15.61489 with P-Value is .000407.

Employee's perception about the organizational climate influences the employee's involvement and commitment to the organization. So the perception of the employees about the organizational climate facilitates the organization in achieving its goals. The present study has been taken to assess the employee's attitude towards the climate of their organization on the basis of job status. Table 11 presents the results of the analysis and only a negligible percentage of respondents (17.3%) in three groups have rated the organizational climate as an average. The analysis further depicts that a good count

of respondents have perceived excellent organization climate in KMML. The significant value of chi-square test of independence at five percent level, points out that job status of employees influences their perception towards the organizational climate. Thus, it can be concluded that the job status appeared to affect individual's perception towards organizational climate.

Table 12. Job status and work life and personal life balance

Post held	Work Life and Personal Life Balance		Total
	Satisfied	Dissatisfied	
Managerial Category	59(77.63)	17(22.37)	76(100)
Skilled Workers Category	119(79.87)	30(20.13)	149(100)
Un skilled workers Category	60(80.00)	15(15)	75(100)
Total	238(79.3)	62(20.7)	300(100)

The Chi-square value 13.72441 with P Value is .001047.

The association between job status and opinion of the respondents regarding satisfaction from work life has been portrayed in table 12. The table reveals that main stream of respondents are in favour of the statement that satisfaction from quality of work life plays an important role in maintaining work life balance. 20.7% portion of employees have shown their dissatisfied with the said statement and have different opinion. The chi-square test of independence shows significant results pointing to the similarity of opinions among all the three groups. It has been revealed that job status and employees perception towards importance of job satisfaction in maintaining work life balance are not significantly associated to each other. It further summarizes that in KMML employees irrespective of their job status think in similar ways about the said perception.

Organizational climate and work life balance: an analysis

The present study has made an attempt to examine any significant association between job experience & salary and thinking pattern of employees towards various facets of job satisfaction, organizational climate and work life balance. For this purpose, employees were categorized in three groups as low experience group (less than 10 years)with basic pay 20000-40000 salary, medium experience group with basic pay 40000-60000 salary (between 10-20 years) and high experience group with basic pay above 60000 (more than 20 years). The respondents in low experience group were (115) 38.4 % followed by medium experience group (102) 34% and high group (83) 27.6 percent.

Table 13. Job experience and salary wise job satisfaction

Experience and Salary	Work experience and salary wise job satisfaction		Total
	Satisfied	Dissatisfied	
Up to 10 years	92(80)	23(20)	115(100)
20000-40000			
11-20 years	89(87.25)	13(32.35)	102(100)
40000-60000			
above 20 years	60(72.3)	23(27.7)	83(100)
60000 above			
Total	241(80.3)	59(19.7)	300

Chi-square value 6.500605 Df=2 with P Value is .038763

It is revealed that job satisfaction focuses on all feeling that an individual has about his or her own job. Less satisfaction from job automatically leads to job dissatisfaction and stress at job, if not cared on time. It would lead to negligent behavior and turnover of employees. Therefore, it is important to know the satisfaction level of employees. The analysis measures

employees' satisfaction with their present jobs on the basis of their job experience. It is tried to examine whether job experience has any strong connection with the level of job satisfaction. The table (13) depicts that majority of respondents (80.3%) have found satisfied with their jobs. It is interesting to note that only a meager percentage of (19.7%) respondents have shown dissatisfaction with their jobs.

Table 14. Work experience and salary organizational climate: an analysis

Experience and salary	Organizational Climate		Total
	Satisfied	Dissatisfied	
Up to 10 years 20000-40000	92(77.4)	23(22.6)	115(100)
11-20 years 40000-60000	89(93.13)	13(6.87)	102(100)
above 20 years 60000 above	60(95.2)	23(4.8)	83(100)
Total	263(87.7)	59(12.3)	300

Chi-square value 18.22976 with P-Value is .00011.

Chi-square test of independence revealed that job tenure plays important role in determining the satisfaction level of employees. The results indicated that most participants were fairly satisfied with their current jobs. Thus, it can be concluded that level of job satisfaction is satisfactory in KMML. But there is a need to take care of various other factors like job content, work climate and personal factors to enhance job satisfaction which in turn improves their work life balance. Organizational climate significantly impacts motivation productivity and job satisfaction. It plays a key role in employee satisfaction and dissatisfaction, influencing their productivity, performance, commitment and loyalty. The above analysis has been carried out to study the perception of the employees towards organizational climate in KMML. It has been observed from the table 4.5.2 that majority of respondents in all three groups have perceived good organizational climate. Further, a significant percentage of respondents (87.7%) have rated organization climate in KMML is Satisfied. Only 12.3% of the total populations have rated organizational climate felt dissatisfaction which is negligible. However, the chi-square test of independence reported significant results at 5% level of significance. This shows that length of service does not affect their perception towards organizational climate. Statistically, organizational climate perception is not found significantly associated with job experience of respondents. The analysis gives inference that organizational climate KMML is favorable. The company is helping employees in balancing their work and personal life. The organizations like KMML should create various types of motivational, benefit and reward systems in order to encourage their performance and to increase their level of job satisfaction, Work life balance and quality of work life are positively related to each other.

Table 15. Analysis of work experience and salary in work life and personal life balance

Experience and salary	Work Life and Personal Life Balance		Total
	Satisfied	Dissatisfied	
Up to 10 years 20000-40000	89(77.4)	26(22.6)	115(100)
11-20 years 40000-60000	95(93.13)	7(6.87)	102(100)
above 20 years 30000 above	79(95.2)	4(4.8)	83(100)
Total	263(87.7)	37(12.3)	300

Chi-square value 6.364696 with P-Value is .04149

The satisfaction from work life influences employee's attitude, efficiency, loyalty and commitment towards the organization. High level of satisfaction from work life leads to better work life balance. Whereas, low level of satisfaction from work life affects physical and mental health of employees and they start experiencing job stress which affects their ability to achieve a good balance between work and life harmony. Therefore, the salary and experience perceptions of employees have been analyzed in this regard. Table 4.5.3 depicts that salary and experience is important to achieve work and personal life balance. It is important to note that there 57 % percentage of respondents in all three categories based on experience have shown dissatisfied point of view. The results of chi-square test of independence revealed that length of job an salary does not affect the opinion of the respondents towards the said statement.

FINDINGS OF THE STUDY

The major findings of the study on organizational climate, employee satisfaction, and work-life balance at Kerala Minerals and Metals Ltd. (KMML) reveal several key insights. The majority of employees are male, with most falling within the 30-50 age range, reflecting a mature workforce. Most respondents are married, indicating personal commitments alongside professional roles. A significant number of employees have been with the company for 10-20 years, suggesting extensive experience and familiarity with the company's work environment. Most employees report satisfaction with their salary and the work environment, citing a well-planned, stress-free atmosphere. In terms of job satisfaction, employees aged 36-50 are moderately satisfied, and there is a notable association between age and job satisfaction, with a significant chi-square value ($\chi^2 = 13.74$). Organizational climate analysis indicates that employees across all age groups perceive the climate positively, although some dissatisfaction is noted. Age significantly influences employees' perceptions of organizational climate ($\chi^2 = 14.34$). Regarding work-life balance, the study finds that employees across age groups agree that satisfaction with work life is crucial to maintaining a balance between work and personal life, with a significant chi-square result ($\chi^2 = 77.64$). The study shows that educational qualifications and job status have a notable influence on employees' perceptions of job satisfaction, organizational climate, and work-life balance, as evidenced by significant chi-square values ($\chi^2 = 17.71$ for educational qualification and $\chi^2 = 129.96$ for job status). Analysis of job experience, salary, and job satisfaction reveals that employees with more experience tend to be more satisfied, with salary playing a critical role in overall satisfaction and work-life balance. The study rejects the hypothesis that job satisfaction and organizational climate have no role in maintaining work-life balance at KMML, confirming that these factors are indeed significant in influencing employee's views and contentment that these factors are indeed significant in affecting employee's attitudes and fulfilment.

SUGGESTIONS FOR IMPROVEMENT

To enhance employee morale and productivity at KMML, Management should focus on tackling wage disparities by equating pay to job worth, thus maintaining equity on continuous basis. And lastly, giving employees more freedom to make decisions will lead to less micromanagement and

higher job satisfaction. They should be committed to nurturing a supportive, team-oriented organizational climate and providing policies, training, and team-building activities that promote work-life balance. Job satisfaction also comes from clear promotion paths and opportunities for career advancement, as well as the competitive salaries and fringe benefits associated with jobs. To alleviate any stress, work-life balance programs should be expanded (e.g., flexible work schedules, wellness initiatives, counselling services), he added. The periodic surveys assessing employee job satisfaction and work-life policies can serve as a source of productive feedback to continue to improve workplace quality. Lastly, management needs to create a motivating environment with supportive leadership and concrete training programs, along with open channels of communication to discuss employee concerns.

Conclusion

This study gives useful details on the organizational climate used for employee satisfaction and work-life balance in Kerala Minerals and Metals Ltd. (KMML). The study also shows that fairness in salary structure, providing freedom in the work process, and the right work environment are key factors in employee satisfaction. The findings of this study underscore not only the importance of implementing effective work-life balance initiatives, but also the need to focus on career advancement opportunities to promote long-term job satisfaction and organizational success. Focusing on these areas will enable KMML to create a workplace that is more motivating, productive and harmonious, leading to improved employee well-being and organizational performance.

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