Optimistic Thinking of an Employee in Relation to Job Satisfaction in their Organizational Culture: A Study on Chennai Airport

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ARTICLE DETAILS	ABSTRACT
Research Paper	In its various dimensions, such as positive performance, positive self-evaluation, positive self-evaluation of others, optimistic future expectations, and positive social performance, the paper focuses the relationship and influence between positive thinking of human resources.This study was conducted on 105 employees at various employment levels who were part of the Chennai Airport. According to the research's findings, the impact and between job satisfaction and organizational culture and thinking positively about human resources helps to foster better relationships with coworkers and more positive interactions in line with that culture and one of the most significant findings of the study, which is that an optimistic outlook acts as a flexible personal asset that may help workers manage work and personal obligations and as a result, promote job satisfaction in any kind of workplace.
Keywords : *Organizational culture, Job satisfaction, Optimism*	

INTRODUCTION

The idea of positive thinking has established itself as a fundamental element of corporate culture, with the aim of enhancing employee involvement and participation. The nature which goes beyond positivity

to produce successful outcomes at work. It shapes our view of and reactions to the world around us. Consequently, what determines whether someone feels content with their job is their emotional state towards it, which may be positive or negative. When someone is extremely happy with their work, they feel good about it, and when someone is not happy with their work, they feel bad about it. Job satisfaction is a critical problem for companies and employees alike, as it influences a wide range of organizational habits. The goal of employee satisfaction surveys is to collect information that can be used to improve work satisfaction, productivity, and loyalty, among other factors. Through the utilization of employee views, organizations may identify the root causes of problems and put remedies in place. To be employed in any industry, one must be committed to actively seeking to improve the future.

One reason is that upbeat workers put "all in" when it comes to work. Empirical evidence demonstrates that positive workers are more motivated to perform at the highest level at work. But the optimistic algorithm is made up of more than just hard work. Let's examine what constitutes an optimistic workplace, strategies for cultivating optimism at work, and advantages associated with an optimistic work environment.

LITERATURE REVIEW

Marcus Crede, Oleksandr S. Chernyshenko, Stephen Stark, Reeshad S. Dalal, and Michael Bashshur (2007) evaluated the nomological network's posture towards job satisfaction. Theories of social exchange suggest that job satisfaction acts as a mediator in the relationship between a range of antecedent qualities and volitional workplace conduct. Using a model they developed, they proposed that job satisfaction mediates the association between three types of workplace behaviors, job withdrawal, and numerous internal and external antecedent variables. Every one of the four antecedent classes—dispositions, workplace events, job features, and job opportunity—made a distinct contribution to the satisfaction prediction.

Osman M. Karatepe, Orhan Uludag, and Ismet Menevis (2006) looked into how certain personal characteristics affected workers' performance and job happiness. Relationships between trait competitiveness, self-efficacy, and effort on performance, self-efficacy and effort on work satisfaction, and performance and job satisfaction on intention to leave were all examined in this study. The results demonstrate the significance of effort, rivalry, and self-efficacy as markers of worker success. However, it was found that performance was directly impacted more by competitiveness than by effort. The results

also showed that effort has a less direct effect on job satisfaction than self-efficacy. While job happiness has been demonstrated to be positively connected with intention to leave, performance has not.

Ashok (2012) looked at "Developing work culture environments with high-performance work organizations," helps to understand an organization's culture by explaining what a work environment is like and how its people perform. The research aids in understanding how to cultivate a culture and the responses that benefit the workforce.

The study "HRD Climates in India: A Facet of Workplace Environment and Culture at Krishnapatnam Port Company Ltd." was carried out in 2020 by Ashok Katta and Mr. J. Lalith. The primary goal of this study influences employees to perform to the best of their abilities. Attitudes are the result of organizational culture.

A study on the relationship in the Indian banking sector was carried out by Rani and Singh (2016). A total of 750 personnel were included in the study, 250 of them were from international, private, and state banks. These individuals provided information on 28 variables and were selected from a variety of banks located in the states of Punjab, Delhi, and Haryana. The study impacted the employee-management relationship with effective communication, grievance resolution procedures that worked, employee counseling, and discipline enforcement. This in turn has a significant effect on the organization's long-term performance with satisfaction.

In their 2015 paper "Performance of Indian Railways in Regards to Employee Job Satisfaction: A Case Study of Vijayawada Division,"Ashok Kumar and Dr. Ch. Bala Nageswara's main goal was to evaluate how employee performance affected their job satisfaction in the context of the Indian Railways' Vijayawada division. The study sought to ascertain how management responded to such performance as well as if shifts in employee performance resulted in comparable changes in their work.

Kerego & Mthupha, 1996 affirmed the validity of the five primary characteristics of job satisfaction: compensation, the type of work, oversight, career progression possibilities, and interactions with coworkers. Since the job dimensions are components of the organization and reflect its climate, work satisfaction is an evaluation of organizational features. While organizational climate only reflects the working environment, employee attitudes towards aspects of the environment, or "climate factors," are reflected in job satisfaction.

According to several researches, when workers progress to more senior career positions, their level of job satisfaction increases (Corbin, 1977). However, Kline & Boyd (1994) discovered that managers in higher positions within organizations are happier with their compensation than their prospects for growth. The study also demonstrated that organizational elements like structure do.

Vaddi Ramesh and Dr. Ashok Kumar Katta's article, "Employee Job Satisfaction in Indian Railways: An Analysis of Organizational Factors concerning Transportation and Commercial Department Employees at Guntakal Railway Station, South Central Railway Zone," published in 2022, delves into the subject of employee job satisfaction within the Indian Railways framework, specifically concentrating on the transportation and commercial department staff at the Guntakal railway station in the South Central. This study's main themes center on worker performance, engagement, and work satisfaction on both an individual and collective basis. Within this particular setting, the research emphasizes how organizational characteristics influence employee satisfaction, commitment, and performance. The report proposes that the use of efficacious acknowledgment and appreciation tactics can cultivate elevated degrees of dedication and involvement among staff members, hence augmenting their job contentment and output.

OBJECTIVES

- To examine best practice from the organizational culture towards job satisfaction
- To know the contribution levels of employees at times of satisfactions
- To know how cultures drives way towards contribution of work
- To comprehend the relative nature of organizational culture and job happiness

The Importance of Positive Thoughts: A Comprehensive Perspective

Thinking positively means adopting an emotional and mental attitude that anticipates positive outcomes, keeps an optimistic outlook on life and at work, and also concentrates on the positive aspects of things. Positive-thinking workers see challenges as opportunities to stay optimistic and productive while navigating life's ups and downs.

Positive thinking has an impact on a person's interactions with their surroundings, including their place of employment with different types of work culture, in addition to their internal thoughts. It helps to

change perspectives so that people can recognise the opportunity for personal development even in the face of hardship. Additionally, it pushes employees to concentrate on their strong points.

The effects of employees positivity

The concept of employee positivity is complex and encompasses a variety of factors especially on job satisfaction. In these domains, optimism plays a crucial role as it is a fundamental element of positive thinking.

1. **Health:** Positivity increases the synthesis that helps to control mood and promotes emotions of happiness and wellbeing. Optimistic workers are less prone to stress, worry, and depression, which helps to promote mental health.

2. **Physical Health:** Optimism has been shown to improve physical health. Positive people typically respond to stimuli better, have lower blood pressure, and are less likely to develop cardiovascular disease. These advantages for physical health tangentially support improved work output and decreased absenteeism.

3. **Job Satisfaction:** Increased job satisfaction is a result of optimistic individuals' propensity to take pride in their work. They are more likely to be driven, see their work in a good light, and feel a feeling of fulfillment from their efforts.

4. **Quality of Life:** Those who work in an optimistic environment typically lead happier lives. A higher sense of well-being is a result of their propensity to adopt healthy habits, build and maintain good relationships.

The Importance of Positivity at Work

An increasing amount of studies backs up the importance of encouraging optimism in the workplace, where productivity gains matters. Because they approach work with a can-do attitude and are more inclined to persevere in the face of difficulties, optimistic people are frequently more productive. Enhanced job satisfaction, employee engagement and retention are positively correlated with optimistic workers' increased job satisfaction. Improved cooperation with optimistic workers having a positive outlook helps foster a more collaborative work atmosphere with better problem-solving: Those that are optimistic are more likely to approach issues with a solution-focused and creative mindset, which can result in creative solutions and better outcomes and finally decreased anxiety and exhaustion has been

demonstrated that optimism lowers stress and burnout. Positive thinkers are more likely to handle obstacles properly and preserve their emotional stability.

Optimism's Ripple Effects on Work Involvement

The impact of positive thinking on work involvement is significant. Not only are optimistic workers more dedicated and driven, but their upbeat attitude also affects their output and the atmosphere at work.

1. **Enhanced Productivity**: Proactive workers are more likely to be efficient and productive since they have a good attitude on life. Their optimism motivates them to work harder and accomplish their objectives.
2. **Creative Problem-Solving**: Problems are seen as opportunities by optimistic thinking. Their ability to approach problem-solving imaginatively thanks to this perspective shift produces novel ideas that advance the organization.
3. **Enhanced Teamwork and cooperation**: Positive work environments that foster teamwork and cooperation are a result of optimistic individuals. Their optimism has the potential to spread, encouraging others to embrace a similar perspective and so creating an environment of group optimism.
4. **Be Strong in the Face of Adversity**: People who think positively show more resiliency in the face of difficulty. They are more capable of handling stress, overcoming obstacles, and adjusting to change. This resilience supports the individual's job performance.

A Relationship: Job Satisfaction and Organizational Culture

An organization's organizational culture, which expresses shared assumptions, values, and ideas, acts as its social glue. A strong culture is defined by a set of rules that outline proper behavior. Strong organizational cultures promote common values and employee conduct standards that aid in achieving the goals and missions of the company. Employees will feel appreciated for their work and be content in their positions when they can complete the tasks assigned to them by the company. Employee job satisfaction is crucial in this situation since it leads to strong performance and dedication to one's work.

METHODOLOGY:

The study focused on employees of Chennai airport as its sample. To collect data, convenience sampling was employed, utilizing a structured questionnaire. The sample size for this study comprised 102 individuals. The primary data were gathered through Google Forms. For scaling responses, a 5-point Likert scale was utilized. For data analysis, multiple linear regression was used as the statistical tool. This methodology provided a comprehensive approach to understanding the optimistic thinking and job satisfaction in the organizational culture in Chennai airport.

FINDINGS AND INTERPRETATIONS

Table 1 MULTIPLE REGRESSION ANALYSIS RESULTS

Coefficients				
Model	Unstandardised Co-efficients	Standardized Co-efficients	Sig.	Collinearity Statistics
	B	Beta	0.113	1.067
(Constant)	0.143	0.235	0.000	1.342
Optimistic Thinking	0.292	0.154	0.034	1.465
Organizational Culture	0.056	0.045	0.056	1.562
Adjusted R^2				0.563
Sig Value in ANOVA Table				0.000

Adjusted R^2 = 0.563 implies that independent variables support 56.4% of variation in job satisfaction. This confirms the suitability of the multiple regression model. The Sig value of 0.0000 (less than 0.05) also indicates that the model is good. However, in this analysis, all independent variables have VIFs less than 10, so there is no multicollinearity.

Hypothesis	**Result**

Optimistic Thinking impacts Organizational Culture with reference to the employees of Chennai airport.	Confirmed
Optimistic Thinking impacts Job Satisfaction with reference to the employees of Chennai airport.	Confirmed
Organizational Culture Impacts Job Satisfaction with reference to the employees of Chennai airport.	Confirmed

DISCUSSION

The hypotheses presented above propose the impact of different employee strategies on employee job satisfaction. The discussion will focus on the implications and potential explanations for each hypothesis.

H1: Optimistic Thinking impacts Organizational Culture with reference to the employees of Chennai airport.

Marcus Crede et al. (2007) mentioned that job satisfaction acts bad within workplace behaviors (such as counterproductive behavior and job withdrawal) and various antecedent variables (including dispositions, workplace events, job features, and job opportunities). This highlighted job satisfaction's central role in influencing employee behavior and, by extension, organizational performance.

Osman M. Karatepe et al. (2006) identified specific characteristics (such effort, competitiveness, and self-efficacy) as important determinants of job satisfaction and performance, which further enhanced this understanding. The findings suggested that while certain traits directly impacted performance, job satisfaction itself was a crucial mediator that could influence employees' intentions to stay with an organization.

Furthermore, it was observed that as workers advanced to employment levels increased, so did their level of job satisfaction. Higher-ranking organization managers, however, were more satisfied with their salary than they were with their opportunities for promotion, according to Kline & Boyd (1994). The study also demonstrated that organizational elements like structure did have a major impact on job satisfaction. The study conducted by Vaddi Ramesh and Ashok Kumar Katta (2022) examined employee work satisfaction in the setting of Indian Railways, specifically at the Guntakal railway station in the South Central Railway Zone.

The present research emphasized how organizational characteristics influenced employee satisfaction, commitment, and performance, proposing that the use of efficacious acknowledgment and appreciation tactics could cultivate elevated degrees of dedication and involvement among staff members, hence augmenting their job contentment and output.

H2: Optimistic Thinking impacts Job Satisfaction with reference to the employees of Chennai airport.

Research suggests that optimism acts as a powerful tailwind for job satisfaction, influencing not only individual well-being but also organizational performance. Psychologists like Martin Seligman and Michael Scheier established the link between optimistic thinking and improved stress management, higher achievement, and overall better health. Applying this framework to the high-stress environment of Chennai Airport, we see how optimists are likely to perceive demanding tasks as opportunities for growth, fostering satisfaction and a positive work atmosphere.

However, studies by Avey et al. (2011) suggest that optimism alone might not be the sole engine of job satisfaction. They propose the role of "realistic optimism," where individuals maintain a hopeful outlook while acknowledging potential challenges. This nuanced approach could be particularly relevant in high-pressure environments like airports, where blind optimism might not effectively address operational complexities.

Furthermore, research by Diener et al. (2002) explores the concept of "dispositional optimism," suggesting that individual personality traits play a role in shaping optimism levels. This aligns with studies by Ashok Kumar et al. (2017), who emphasize the impact of organizational culture on fostering optimism. Implementing HR practices promoting recognition, supportive leadership, and opportunities

for skill development, as suggested by Kumar et al., can create an environment that nurtures optimism even among individuals with lower "dispositional optimism."

Therefore, for Chennai Airport management, fostering optimism involves a multi-pronged approach. Implementing positive psychology training programs and creating mentorship systems can directly address individual mindsets. Additionally, cultivating a supportive organizational culture through recognition programs, positive leadership styles, and opportunities for professional growth can indirectly nurture optimism, even among individuals with lower baseline levels.

Ultimately, as Lyubomirsky et al. (2005) suggested optimism can be learned and strengthened. By adopting a multi-faceted approach that addresses both individual mindsets and organizational culture, Chennai Airport can create a work environment that empowers employees to find satisfaction, navigate challenges with resilience, and ultimately contribute to improved service quality and operational efficiency. Remember, a happy and optimistic workforce is the wind beneath an organization's wings, propelling it towards success.

H3: Organizational Culture Impacts Job Satisfaction with reference to the employees of Chennai airport.

Prior studies have demonstrated a connection between a positive workplace culture and job satisfaction among employees. This applies directly to Chennai Airport, where fostering a supportive environment can benefit both individual well-being and organizational success.

Chennai Airport operates in a complex and dynamic environment, demanding diverse operational roles. Its organizational culture significantly shapes the work experience for its employees.

Several aspects of this culture influence job satisfaction. Open communication and collaboration, for example, can facilitate smoother operations and build camaraderie among employees dealing with time-sensitive and critical tasks. Similarly, recognition programs acknowledging hard work and dedication in a high-stress environment like an airport can significantly boost employee morale and loyalty.

Furthermore, studies by Ashok Kumar et al. demonstrate that cultures prioritizing work-life balance, safety, and professional development opportunities positively impact job satisfaction. This is particularly relevant for Chennai Airport employees facing irregular hours, shift work, and potential safety risks.

Offering flexible scheduling, family-friendly practices, and training programs aligns with the needs for belonging, recognition, and growth, key drivers of job satisfaction.

Implementing a positive culture in this high-pressure environment requires consistent effort. Management must cultivate values of support, recognition, safety, and growth through initiatives like regular surveys, feedback mechanisms, and engagement programs. Continuously refining the culture based on employee needs can enhance job satisfaction, operational efficiency, customer satisfaction, and ultimately, the airport's success.

It proved that the connection between organizational culture and job satisfaction, Chennai Airport can create a work environment that empowers its employees and propels the organization towards a brighter future.

SUGGESTIONS

To give employees a good satisfaction at work it is necessary to develop an optimistic Workplace Culture. Beyond simply raising spirits, an organization's culture of optimism can be strategically developed. It's about boosting productivity, fostering a happier, healthier work environment, and promoting employee well-being. There are some methods to promote optimism at work like Good Directions in Leadership which is the tone of the team is established by the leader. By acting in an upbeat manner, they can affect the team's atmosphere and inspire other members to take on a similar perspective. Focusing on solutions rather than problems, recognising accomplishments, and keeping an optimistic outlook on the future are all components of positive leadership. Appreciation, Recognition, consistently praising and thanking workers for their contributions helps to create a positive work atmosphere.

Employees are more likely to remain motivated, perform better, and keep a positive attitude towards their work when they believe that their labor is acknowledged and valued. A supportive work environment can be created by offering tools for professional growth, mental health services, and stress management to staff members. This will make them feel appreciated and supported. Employee optimism and burnout can both be lessened by this support. A comfortable and healthy work environment is important since it has a big impact on employees' wellbeing and attitudes. Positive, orderly, and comfortable working environments can boost morale, productivity, and employee satisfaction. Transparent Communication promotes open and honest communication among staff members, builds

trust and increases their sense of security and engagement. It makes the workplace more welcoming and encouraging by giving people a platform to express their thoughts, worries, and comments.

CONCLUSION

It can be difficult to establish an optimistic and positive culture without the necessary knowledge and tools. Job satisfaction focuses on providing wellness solutions that are tailored to each business's specific requirements. Optimism and optimistic thinking have a great deal of potential to enhance worker performance and well-being when a person is dedicated to producing and implementing the greatest results. By clearly communicating and advocating the organizational vision to subordinates and gaining their acceptance, it is possible to influence their work conduct and attitudes. Good relationships between a leader and their followers encourage cooperation and communication and inspire followers to fulfill the company's purposes and goals. These factors together raise employee happiness, which in turn raises satisfaction at the workplace.

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