



Impact of Working Climate on Job Satisfaction among University Academics

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Abstract

The purpose of this study was to investigate that whether working climate can predict job satisfaction or not among the academic staffs of Yobe State University. A Likert-type questionnaire was designed to find the predictability of job satisfaction due to working climate. One hundred and seventy one academic staffers were selected on proportionate stratified random basis. A total 171 questionnaires were administered by the researcher, out of which 153 filled-in questionnaires are received back. The data were analyzed based on 148 usable ones. The results of the analysis shows that all the three dimensions of working climate; good supervision, workload and choice independence individually have significant positive effect on job satisfaction.

Keywords: Working climate, Job satisfaction, academics, supervision, workload, choice independence.

Introduction

Organizations are said to be efficient when they derive maximum output from the available resources. Although an organization possesses many of the assets but human resource is considered to be the most valuable asset of any organization. Non-human resources become effective for an organization only with the help of labor force (human resource). In the present world of globalization, a competent work force is believed to be a competitive edge for any firm. To be successful in the corporate world, the companies need to have a highly motivated, loyal and satisfied workforce. This is achieved through a thorough understanding and application of all the ingredients necessary for enhancing the satisfaction level of employees. The business of today faces a thread of uncertainty and changes. To overcome the fear of employees

turnover, organizations works hard to retain their valuable employees. More over, the number of motivated and satisfied employees in an organization better are the chances of the organization to achieve its goal and attain ultimate profitability, (Cutall, *et al*, 2005). According to Judge and Watanabe (1993) satisfied employee is more committed and can be retained on the organization for a longer period, thus enhancing the productivity of the company. They also asserted that job satisfaction leads to life satisfaction of the individuals, (Judge & Watanabe, 1993).

2. Review of Related Literature

2.1 Job Satisfaction

Several scholars and authors have defined job satisfaction base on their views. A definition given by Inuwa and Mohammed (2016), job satisfaction can be perceived as feelings of accomplishment and how successful an

employee is on his/her job which can have a direct relationship to employee performance as well as wellbeing of the employee.

Moreover, Inuwa and Mohammed (2016) suggest that job satisfaction is composed to beliefs and feelings that individuals perceive about their respective jobs. However, job satisfaction is believed to be multi-dimensional and intricate, it can be viewed in many different ways by different individuals, usually it is related to motivation even though the scope of the connection is still not very clear (Aziri, 2011). As suggested by Armstrong, (2006) & Halkos & Bousinakis (2010) posited that the concept of job satisfaction encompasses but no limited to higher pay, an equitable payment structure, opportunities for career progression and promotion, selfless and participative management style, a realistic magnitude of social interface at work, fascinating and wide-ranging responsibilities and a relatively high degree of autonomy: rheostat over work stride and approaches of delivering work schedules.

2.2 Working climate

The concept “working climate” is derived from previous researches, it refers to the environment where employees both learn and work (Govaerts, *et al.*, 2011). More specifically, the concept could be described by referring to: advancement and development opportunities; provision of challenging and meaningful work; choice in job tasks and development; the amount of empowerment and the responsibility that employees experience; pressure of work; and guidance and appreciation at work (Govaerts *et al.*, 2011). The concept of workplace climate consists of three variables: choice independence, workload and good supervision (Vanthournout, *et al.*, 2014).

Working climate exhibits critical character in improving both individual and organization performance. In a poor working environment,

it is very thought- provoking to preserve a productive and sustaining work style which if adequate care is not taking may threatens the over-all work success of the organization, (Ganapathi & Prasad, 2006).

Working environment plays a crucial role in enhancing the performance of an individual and the organization as a whole. In a poor working environment, it becomes particularly challenging to maintain a productive and satisfying work life and, in turn, threatens the work success, (Ganapathi & Prasad, 2006). According to organizational commitment theory, there are three types of commitments that people feel towards an organization: affective commitment, continuance commitment and normative commitment, (Agarwal, 2014).

According to Hersch (2018) working Conditions and Earnings Compensating differentials explain in great deal the earnings differences among male and female workers in an organization due to a varying compliance they exert toward adherence to the some organizations policy that relates with fulfilment in the minimum day working hours (due mainly to the burden of caring with children that is on their shoulder at the expense of their male counterparts), and also in the area of exposure to some organizational hazardous activities where female workers are usually not vulnerable.

According to Clarke & Mahadi (2017) and Rhee *et al* (2015) the major organizational policy that has a direct bearing with the working climate of an organization is organizational reward system policy of the workforce. For instance, receiving of performance-based rewards, including pay increases and bonuses, absolutely affected pay-system responses. So, they recommended that “founding a pay-for-performance salary scheme may be the most active way to encourage pay satisfaction”. Men and women may, on average, choose

jobs with different attributes that require compensating differentials, either because of different household responsibilities or because of differences in tastes that are highly correlated with gender.

The working environment plays an important role in the learning processes of employees, given that day-to-day work contains many potential learning processes, (Vanthournout *et al.*, 2014). How employees perceive their working environment therefore seems of great importance as it may impact on their motivation to learn in this environment and/or the quality of their learning process. Kirby, *et al.*, (2003) devised a model incorporating three aspects of the workplace climate: good supervision, choice independence and workload. Good supervision measures employees' perception of the managerial strategy of the supervisor. Workload charts employees' perceived workload, which collects perceptions on the extent of pressure employees' experience. While choice independence assesses employees' perceived freedom of choice and independence in performing tasks, (Vanthournout *et al.*, 2014). However, improving working conditions through flexible work schedule can potentially address the problems associated with heavy workloads and enhance employee satisfaction (Jenull & Wiedermann, 2015).

Good supervision and choice-independence were positively associated with the deep approach and negatively associated with the surface-disorganized approach to learning. Perception of heavy workload was strongly related to the surface-disorganized approach, (Delva, *et al.*, 2004). Therefore, in line with above submission, the researcher in this context will adapt (Kirby *et al.*, 2003) three dimension of working climate; choice independence, workload and good supervision.

2.3 Components of Working Climate

2.3.1 Workload

Hyun & Oh (2011), studied four (4) distinct: (i) variation in the level of job satisfaction between the officers and soldiers, (ii) variation in the level of job satisfaction amongst six levels of rank, (iii) the accompanying strengths of hygiene factors and motivator on job satisfaction, and (iv) the motivator factor that have the most impact on job satisfaction. They surveyed 671 soldiers and 131 officers using the long form of the MSQ for evaluating job satisfaction, which was developed by Weiss *et al.* (1967) via the use of Herzberg's (1987) Two Factor theory.

2.3.2 Choice Independence

The second perceived characteristic of the workplace that this study considers is choice independence. Kirby *et al.*, (2003) described choice independence as choice and independence in the workplace. It is also interpreted as the perception of control over what one does and how one does it (Delva, *et al.*, 2004; Kirby *et al.*, 2003; McManus, *et al.*, 2004) all found that choice independence related positively to a deep learning approach and negatively to a surface-disorganized approach. In line with these results, Vansteenkiste, Simons, Lens, Sheldon, and Vansteenkiste, *et al.*, (2004) reported a significant effect for autonomy-supportive work contexts on the quality of self-reported depth of processing. Deep processing was significantly higher in an autonomy-supportive context compared with a controlling context in which individuals experience no independence or choice, (Govaerts *et al.*, 2011).

In addition, Ruysseveldt & Dijke, (2011) found that job autonomy moderates the influence of workload. Jobs with high workload and high autonomy (without being overwhelming) best promote learning, whereas a mismatch between workload and autonomy has detrimental effects on the learning process. Moreover, a heavy (but not

excessive) workload can offer sufficient challenges and thus motivate employees to engage in learning. Based on self-determination theory, one would expect good supervision and choice independence to foster autonomous motivation as those workplace climate factors respectively target the need for both relatedness (Kyndt, *et al.*, 2013; Lu *et al.*, 2002) and autonomy (Kyndt *et al.*, 2013).

Perception of choice–independence in the workplace or a supportive–receptive workplace was significantly correlated with a deep approach to learning, internal motivation for learning, and independent methods of CME, (Delva *et al.*, 2004). In addition, Delva *et al.*, (2004) and Kirby *et al.*, (2003) studied learning conditions in the workplace and found that favorable conditions were characterized by a high quality of supervision, independent choice by employees, and a heavy workload (Kirby *et al.*, 2003). Furthermore, (Bernsen *et al.*, 2009) found that a deep learning strategy shows a positive relationship to leadership style and independent choice.

2.3.3 Good Supervision

Normally, supervisors define as manager. Moreover, supervisors have something to gain from the employees' high performance and something to lose from low performance in order to have high productivity. There are some studies explained the relationships among supervision, job satisfaction and turnover. According Cumbey & Alexander, 1998, verify the relationships between RN (registered nurse) job satisfaction and effective supervisory. Their results affirmed that the effective supervisory on employee (registered nurse) positively affect job satisfaction.

Mudor & Phadett (2011) referred supervision as activities of the managers and their staff. Supervisors will see and act through their staffs which indicate the directing and

managing activities as part of their job. They selected the components of supervision to include observation, pre-observation conferencing, post observation conferencing, supervisor support, and supervisor guidance. The results demonstrated that supervision positively correlated with job satisfaction. However, overall components are not useful predictors of agriculture teachers' job satisfaction of their intentions to remain in teaching (Mudor & Phadett, 2011). In other word, the results are not explicit the relationship between supervision and turnover.

Mudor & Phadett (2011) give an idea about poor of supervision lead the dissatisfaction of workers or employees. Moreover, later study by Ruysseveldt & Dijke, (2011) finds that poor supervision not only caused the dissatisfaction of employees' work, but also turnover. In addition, Harmon *et al.*, (2007) clarifies the control overwork practices which is supervision significantly correlated with increased job satisfaction and lower turnover rates among the workers.

2.3.4 The Research Hypothesis

Hypothesis one H₁: There is a positive relationship between Good supervision and job satisfaction level among academic staffs.

Hypothesis two H₂: There is a positive relationship between Choice–independence and job satisfaction level among the academic staffs.

Hypothesis three H₃: There is a positive relationship between Workload and job satisfaction level among the academic staffs.

3. Methodology

This study was designed to ascertain whether organizational working climate predict job satisfaction of employees in their organization. The population for this study is all the academic staffs of Yobe state University, Damaturu. Though a sample frame of 171 was used using Kracjic and Morgan table to arrive at. The proportionate

stratified random sampling was used due to the presence of significant difference in the sizes of the sampled faculties. Questionnaire was used as the data collecting tool. The instrument used five point likert scale to record the responses of the participants where 1=strongly disagree, 2= disagree, 3=neutral, 4=agree and 5=strongly agree. To check the reliability, reliability analysis was used and a statistically accepted cronbach alpha value of 0.68 was found. A total of 171 questionnaires were distributed out of which 153 were returned with a response rate of 89.4% out of which 148 representing 86.5% were found to be useful for the study. This is followed by an analysis using the SPSS software version 20 to find the prediction of working climate for job satisfaction.

4. Data Analysis

From the independent samples t-test, the results above indicated that the group means and standard deviation for early respondents and late respondents are actually not different. As indicated in table 1.2 above, the t-test result shows that there is no significant difference between early responses and late responses based on the items in Job Satisfaction (t= 3.8, p< 0.052); Workload (t= 0.016, p< 0.901); Choice independence (t= 0.082. p< 0.775). Good Supervision (t= 0.917. p< 0.340). Hence, as a result, indicates. Though the items are statistically different, the differences are relatively small and not significant to have an effect on the entire results.

Table 5.1

Independent	Tolerance	VIF
Good supervision	.959	1.042
Choice independence	.968	1.033
Workload	.990	1.010

The result in table 1.6 above shows the absence of multicollinearity among the independent variables due to the fact that the VIF values are less than 10 while the

tolerance values are more than 0.10. The results indicated that multicollinearity was not a problem.

4.1 Correlation Test

The table below shows the interrelationship among Good supervision, Choice–independence, Workload, and Job Satisfaction. (Pallant, 2010) asserted that a correlation of 0 indicated no relationship at all. a correlation of 1.0 is an indication of positive correlation, and a value of -1 is a pointer of a perfect negative correlation. Cohen (1988) suggested the following guidelines as: r =0.10 to 0.29 small; r=0.30-0.49 medium; and r=0.5 to 1.0 large.

Table 5.2 Correlation

	Good supervision	Choice independence	Work load
Good supervision	1		
Choice independence	.406	1	
Workload	.282	.433	1

** Correlation is significant at the 0.01 level (2-tailed)

The table 1.7 above signifies that the variables are significantly correlated to the fact that there is no variable with a value of 0.9 which indicated that there is no problem of multicollinearity (Hair, J. *et al*, 2010).

4.2 Multiple Regressions and Hypotheses Test

Multiple Regression Result between good supervision, choice independent, workload and job satisfaction

Table 5.3 Model Summaryb

Model	R	R ²	Adjusted R ²	F	Sig
1	0.592 ^a	0.350	0.337	25.876	.000

. Dependent Variable: Job satisfaction

Multiple regression analysis was conducted to determine the relationship between Good supervision, choice independence, workload, and job satisfaction. The results as indicated in Table 1.8 with predictors are significant at Table 1.8 with predictors are significant at R

= .592a, $R_2 = .350$, Adjusted $R_2 = .337$ and F Change = 25.875. The multiple correlation coefficients between the predictors and the criterion variable is .592; and the predictor accounts for 33.7% of the variance in job satisfaction. Cohen (1988) classifies R_2 into three: a) 0.02 as weak; b) 0.13 as moderate; and c) 0.26 as substantial. Based on the Cohen (1983 and 1988) and classifications, the value of R_2 is substantial. The generalizability of this model in the population is .337. The F-test shows that the relationship (25.879, $p < 0.000$) signifies the overall significant prediction of IVs to the DV, but does not explain the relative contribution of each IV to the DV (Fritz, *et al.*, 2017).

Table 5.4 Overall Model Significance

IVS	Sum of Squares	Mean Df	Mean Square	F	Sig.
Regression	10.178	3	3.393	25.876	.000 ^b
Residual	18.881	144	0.131		
Total	29.059	147			

- a. Dependent Variable: Job satisfaction
- b. Predictors: (Constant), Workload, Choice independence, Good supervision

Among the three independent predicting variables, workload, is the variable that best predicts the criterion with the following values ($\beta = 0.379$, $t=8.218$, $p < .000$). The next predictor Choice independence shows a significance positive relationship with job satisfaction. Choice independence ($\beta = 0.109$, $t=2.716$, $p < 0.007$) and also Good supervision ($\beta = 0.066$, $t= 2.150$, $p < 0.033$) indicate a significance positive relationship with job satisfaction. Therefore, all the variables in the model (good supervision, choice independence, and workload) are significantly related to job satisfaction. Table 1.9 explains the details.

Table 5.5 Coefficients Determinants

Variable	B	T-Value	P-Value	Decision
Good supervision	0.066	2.150	0.033	Accepted

Choice independence	0.109	2.716	0.007	Accepted
Workload	0.379	8.218	0.000	Accepted

Predictors: (Constant), good supervision, choice independent, workload

Dependent Variable: Job satisfaction

5. Results and Discussions

Therefore, from the table 5.5 Hypothesis H_1 that there is a significant relationship between good supervision and job satisfaction was supported at 5% significant level. In addition H_2 stated that there is a significant relationship between choice independent and job satisfaction is also accepted at 1% significant level. Furthermore, H_3 that stated there is a significant relationship between workload and job satisfaction is also accepted at 1% significant level.

6. Conclusion and Recommendation for Future Research

After the analysis it was discovered that working climate is a strong predictor of job satisfaction. Components of working climate that were considered in the study were; supervision, choice independence and workload. It was concluded that all the dimensions of working climate have significant influence on employee job satisfaction. Universities should find ways and means of improving working climate aspects so as to help in no small measure towards boasting employees' job satisfaction. The employees perceive management to be supportive in climbing up their professional ladder. Management gives more preference to promote employees within the organizations than to higher employees outside the organization.

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