



## Interactions of Organization Climate's Components with the Various Dimensions of Employees Job Satisfaction: A Conceptual Paper

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### Abstract

*This paper conceptualized interaction between components of organization climate (structure, responsibility, reward and support) against dimensions of job satisfaction (supervision, pay, promotion, work and co-workers). The major issue that triggers the interest of the researcher towards this direction is "brain-drain" which translate into turnover rate of academic staff as cried by the academic staff union of universities (ASUU). It uses the two theoretical background; Herzberg two-factor theory and the social exchange theory to develop a conceptual model to guide the affairs of an ongoing research project. Based on the reviewed literature, the study conclusively concluded that employees' dissatisfaction is one of the major challenges facing corporate organizations in Nigeria which is usually resulting in turnover of their trained and competent staffs and recommends that corporate organizations should ensure that their staff welfare is given the priority attention it deserved with the view to retain and improve their performances. And that Organizations should focus on designing and implementing the best human resources strategy and practices to help achieve employees' satisfaction with minimum or no hitches. The study came up with a conceptual model depicting the objectives to be achieved by doing justice to all dimensions of the constructs. As part of an ongoing research, the author will sought for the measurement items from the literature and empirically validate the proposed framework.*

**Keywords:** Organization climate, job satisfaction, reward, supervision, promotion, employees

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### 1.0 Introduction

Human resource is an avenue and a field of human endeavour via which managers and employees realize the accomplishment of objectives designed towards harnessing corporate management practices. Most corporate organizations anticipates high performance from their employees, even under uncertainties and harsh circumstances. However, management needs to focus their attention and design the role of manpower of

the organization in a more detailed manner such that there would be neither be overlapping of function nor no-mans-land. This when done will help in no small measure to catapult both individual and group performances and subsequently optimize the organizational performance, (Pushpakumari, 2008).

The climate of the organization is a vital element for workers harmonious relationship with one another which is a necessary



ingredients for worker loyalty, efficiency and profitability.

Job satisfaction is an attitude that workers exhibit due to their perception on the jobs in its entirety which may tend to facilitate the realization of corporate mission of the organization as well as the individual motives of the workers, (Ivancevich, John M., 2007).

According to Aibinu (2015), retention of staff has been a mind boggling discourse in human resource management field. Every industry strive to retain their best staff because they know that they will lose a lot if they leave and to hire new ones entails more funds. Human resource management (HRM) practices are those rudiments that managers and administrators utilizes to train and retain their staffs. In developed economy, government support organizations to secure workable economic policy that will best suit their nation. Even at the stance of signing bilateral treaties with other countries, they select Professionals who are conversant with the nation they are about to enter treaties with. For instance, USA have scholars that are specialist of each and every country of the world; what they usually do is pay their university lecturers to study these countries' attitude, culture, resources, strength and weaknesses, (Ogbu & P, 2017)

Summarily, the major issue that triggers the interest of the researcher towards this direction is "brain-drain" which translate into turnover rate of academic staff as cried by the academic staff union of universities (ASUU). A little search on the issue of brain-drain among academic staffs, one will have just two things to contend with; staff satisfaction with their jobs or on the other hand their dissatisfaction. It's presumed that a staff that is not satisfied with his job can easily leave the job upon seeing another opportunity whereas a staff that seemed to

be satisfied with his job will not contemplate leaving his job. However, *employee job satisfaction* is hereby considered as the major apple of discord that determines their turnover intentions, thus the researcher considered it the brain behind the issue at stake which is "brain-drain" thus it is considered as the dependent variable of the research.

### **Significance of the Study**

The research result is expected to expand the body of knowledge and trigger interest for more researches on the topic, by refining the literature with an inclusive model that explains the mechanism through which various dimensions of organization climate interacts with various components of job satisfaction to determine employees level of satisfaction towards their job. It will help practitioners to identify and implement best organization climate strategy capable of yielding best result in organizations. Both researchers and practitioners would find it useful in framing a model that ensures fairness to both service employers and their employees.

## **3.0 Literature Review**

### **3.1 Introduction**

This section discusses the foundation, contributions, debates, and findings of extant literature concerning the central theme of this study. These discussions led to the conceptualization of the current topic. This also led to the critical review of findings of related empirical literature on the independent and mediating variables of the study, with the dependent variable. Thus, this led to theoretical gaps being identified and justified.

### **3.2 Conceptualization**

Developments in management sciences led to the evolution of modern management approaches, (Wren & Bedeian, 1994). These developments have led to a change in the



way managers handles issues of human resources in their organization. However, management needs to focus their attention and design the role of manpower of the organization in a more detailed manner such that there would be neither be overlapping of function nor no-mans-land. This when done will help in no small measure to catapult both individual and group performances and subsequently optimize the organizational performance, (Pushpakumari, 2008). The climate of the organization is a vital element for workers harmonious relationship with one another which is a necessary ingredients for worker loyalty, efficiency and profitability. Job satisfaction is an attitude that workers exhibit due to their perception on the jobs in its entirety which may tend to facilitate the realization of corporate mission of the organization as well as the individual motives of the workers, (Ivancevich, John M., 2007). This, coupled with exigencies of corporate organizations that requires boasting the morale of employees to achieve high performance in their domain, has led to the evolution of the concept that lay emphasis on improving organization climate of organization as a requisite of ensuring employees job satisfaction with minimal hitches. Thus, to lend credit to each variable, the researcher deemed it fit conceptualize the variables of the study and regurgitate on them reflective of the work under review.

### **3.3 Job Satisfaction**

The overall well-being of an employee includes psychological, physiological, and emotional environment circumstances which could result in the employee feeling satisfied or dissatisfied with the job. Daft (2010) defined job satisfaction as the way an employee feels and perceives about the different aspects of a job as a result of the comparison between the actual outcome and

desired outcome received from performing the job. In addition, job satisfaction is defined as the extent the actual rewards received exceed the fair and equitable rewards expected by the employee and thus, the employee feels satisfied. According to Al-Hummadi (2013), an employee who has a positive attitude and feeling towards the job is likely to be highly satisfied with and this may create a positive reaction with the organisation. Positive reaction includes better performance and productivity, stronger organisational commitment, lower retention and turnover issues.

There are a few dimensions of job satisfaction which influence the interest of the employee, how well employees are performing and how much the employees enjoy the assigned tasks. Kabir & Parvin, (2011) and Al-Hummadi, (2013) stated that the five dimensions that commonly affect job satisfaction are pay, promotion, nature of work, supervisory relationship and co-worker relationship.

### **4.0 Dimensions of Job Satisfaction**

#### **4.1 Supervision**

There are various interpretations of the term supervision, but it was typically considered as management activity which involves the managerial role in the organization. Supervision has essential to the organizations and firms since the supervisors have extensive knowledge of job requirements and also adequate opportunity to observe their employee. 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. Managers should have wide knowledge of their jobs to enable them to manage and observe their staffs 'activities. As supervision has become essential and



necessary activity to the organization, supervisors should be able to assist, review and monitor their staffs (Mudor & Phadett, 2011). This research also proved that supervision is positively correlated to job satisfaction. Therefore it is important to conduct a study on job satisfaction among nurses at Sultanah Bahiyah Hospital.

They select the components of supervision included observation, pre-observation conferencing, post observation conferencing, supervisor support, and supervisor guidance. The results demonstrate the supervision provide the 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.

#### 4.2.1 Pay

It is glaring that to ensure pay satisfaction of workers, the reward policy of the organization must be tailored alongside the need and aspiration of the workforce mainly due to its over-all effects on determining the nature of working climate of the organization (Rhee, et al, 2015). As it is also predicted by Steinmetz *et al*, (2014) that regular salary Satisfaction and pay Pleasure co-vary in a positive course and help people to move their thinking towards positivity or positive thinking. The association between organizational reward policy (which is an aspect of organizational working climate) and pay satisfaction is very momentous.

Men and women on average, choose jobs with different attributes which requires compensating differentials, either because of different household responsibilities or because of differences in tastes that are highly correlated with gender, (Hersch,

2018). Another study conducted by Rhee *et al.*, (2015) revealed that there is a greater effect when the payment schemes was integrated with working condition, the integrated working hours of exposure were shown to be longer for the group subjected to both the piece rate and extra payment for bad and dangerous working conditions.

#### 4.3 Promotion

Organizations are considered to be both effective and efficient when they derive optimum output from their available resources. Every organization possesses diverse numerous assets but human resource is deemed to be the most valuable of all assets of any organization. Material resources tend to be effective for an organization only with the help of human resources (labor force). In the current trend of globalization, a competent and reliable workforce is considered to be a competitive edge for any organization, (Naveed, Usman, & Bushra, 2011).

Corporate organizations today are confronted with a myriad of changes and uncertainties. In order to overcome the fear of workers turnover the organizations are striving very hard to retain their valuable workers. One of the most important factor for enhancing the job satisfaction of workers can be promotion, (Naveed *et al.*, 2011). Promotion could make a significant increase in the pay package of an employee and in the span of authority and control. It tend to help the competitors to identify the highly productive workers in the corporate world at the same time it also help the workers to be recognized by their own organization, (Dessler, 2008).

Workers are supposed to be well satisfied with their job, so as to consider themselves to be productive and integral part of the organization. Workers tend to derive such satisfaction mostly when have the feeling



that organizations realize their worth by promoting them to a place of greater control and authority, (Naveed *et al.*, 2011).

#### **4.4 Work**

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, Van *et al.*, (2011) found that job autonomy moderates the influence of workload. Jobs with high workload and high autonomy best promote learning, whereas a mismatch between workload and autonomy has detrimental effects on the learning process. 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) and autonomy.

#### **4.5 Co-workers**

The interrelationship between a superior and his subordinates can have a significant effect upon the performance of the workers whereas a positive relations can take the dimension of different types of mingles between a superordinate and his subordinates. A positive relations, which may consist among others attitudes as, deliberating and discussions over work associated issues, and availability/readiness of the leader to offer helping hand at any time when required can have a significantly positive impact on the performance level of the employees, (Gaur & Ebrahimi, 2013).

Many studies undertaken in this vein have revealed that workplace interrelationships tend to affect directly worker's capabilities to discharge their assigned duties diligently these relationships could have a positive

outcome pertaining to the employees performance, (Gordon, 2009).

According to Gaur & Ebrahimi (2013), good organization managers should take cognizance of the fact that a relationship between superior workers and their subordinates involves mutual dependence and thus, if not handled appropriately, the subordinate could not be effective in discharging their assigned responsibilities. Bosses are only human, their maturity and wisdom are not necessarily greater than that of their subordinates. Good managers see managing the relationship with the subordinates as part and parcel of their job. As a result of that, they apportion adequate energy and time to develop a relationship that is concomitant with both party's styles and which tend to meet the most critical needs of each party, (Gaur & Ebrahimi, 2013).

#### **5.0 Organization Climate**

The term organizational climate was used for the first time by, (Cornell, 1955). He defined organizational climate as "a delicate blending of interpretation by persons in the organization, of their jobs or roles, in relationship to others and their interpretation of the roles of others in the organizations".

In a study conducted by Taleghani & Ghafary, (2018) which aimed to investigate the role of organizational climate and job satisfaction on the readiness of staff for change at the University of Medical Sciences in Tehran. The results disclosed that job satisfaction and organizational climate are affecting both the readiness of employees to change but job satisfaction showed no significant effect on organizational climate. The study hypotheses were branded among the components of job satisfaction; job satisfaction, pay satisfaction and the satisfaction of managers are effective on

workers readiness for change. And among the components of organizational climate, support and reward are effective on employee readiness for change. A study carried out by, Adenike, (2011) targets the appraisal of organizational climate as a predictor of job satisfaction of lecturers from a private universities in the northwest of Nigeria. The results of this research revealed a positive relationship between the scores of organisational climate and that of job satisfaction and suggests that, despite how the sub-dimensions are perceived, organisational climate has a significant level of influence on job satisfaction.

Waruwu (2015) conducted a study which targets to find the significant correlation between job satisfaction and organizational climate of teachers at Senior High School of Gunungsitoli Nias. The result indicated the existence of significant correlation between job satisfaction and organizational climate of teachers, the correlation coefficient was 0.4920. Similarly, (Asadi, 2013) in his descriptive study examined the relationship between job satisfaction and organizational climate among high school teachers in the Quds city, the findings of this study reveals that there was a direct relationship between the two constructs of the study namely; organizational climate and job satisfaction of teachers of and indicates that organizational climate has a positive and significant impact on job satisfaction of the staffers. A study that endeavored to concentrate deeply on the interplay between of organizational climate and job satisfaction, taking personality traits as a moderator was done by Zaman *et al.*, (2018). The study provides valuable insight to leaders and managers in understanding which personality works better in the potential casual linkage between

organizational climate and overall job satisfaction.

In another related work, Boma, (2018) investigated organizational climate (supervisory support and job involvement) and its effect on job satisfaction (working condition and relationship with co-worker). The result demonstrates that the climate of organizations have a significantly positive effect on workers job satisfaction.

### **6.0 Components of Organization Climate**

#### **6.1 Structure**

Organization structure provides a coordination on the activities of the workplaces and control workers performances. Thus, job satisfaction proves to be at the centre of relationship between workforce and control their performance, (Ahmady, *et al*, 2016). Transformational leadership is another thing that a lot of researchers contended to have a high positive impact on job satisfaction whereas transactional leadership impact negatively on job satisfaction. Other issues like organizational politics buffer the relationship between leadership style and job satisfaction, (Saleem, 2015).

Oorganizational structure refers to the manners that an organization arranges jobs and people so that its works can be performed and its goals can be met in a hitch-free manner. When a work-group is relatively small, and has a frequent face-to-face communication, formal structure may be not be appropriate, but in a relatively larger organization, decisions have to be taken pertaining to the delegation of various tasks and responsibilities. Thus, procedures should be established that would help assign various responsibilities for various functions. It is these decisions that determine the organizational structure, (Elsaid *et al*, 2013).

#### **6.2 Responsibility**



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 *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).

### **6.3 Reward**

According to 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.

As it was also predicted by (Steinmetz *et al.*, 2014) that regular salary Satisfaction and pay. Pleasure co-vary in a positive course and help people to move their thinking towards positivity. Men and women may 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, (Hersch, 2018). In a study conducted by Kyung *et al*, (2015) on the types of payment and working condition, the results of the analysis have shown the greater effect when the payment schemes was integrated with working condition (hours with exposure to the various hazards and other organizational policies that affect occupational health and safety).

### **6.4 Support**

A competent manager therefore should strive very hard to identify and consider differences existing in the organization before embarking on a given alternative course of action. By taking into these individual differences, a manager can do away with potential conflict and attract a positive influence upon his subordinates, (Gaur & Ebrahimi, 2013).

### **7.0 Propositions**

This study is unique in itself by proposing the use of pattern that involves interacting the various components of organization climate against the various dimensions of job satisfaction on one-on-one-basis thereby determining the extent of individual influences of each of the components of organization climate namely; structure, responsibility, reward and support against the various dimensions of job satisfaction; work, supervision, pay, promotion and co-workers. It also quest to determine which of the components of organization climate would have greater influence on the various dimensions of job satisfaction. This would be done in the context of academic staff of public universities in the north eastern states of Nigeria.

The proposed research framework in this study gives a clear picture of the whole idea of the study and illustrates the schematic diagram in figure 1;

Based on the review of literature above, the study proposes the below conceptual model to be used in undertaking the research work;

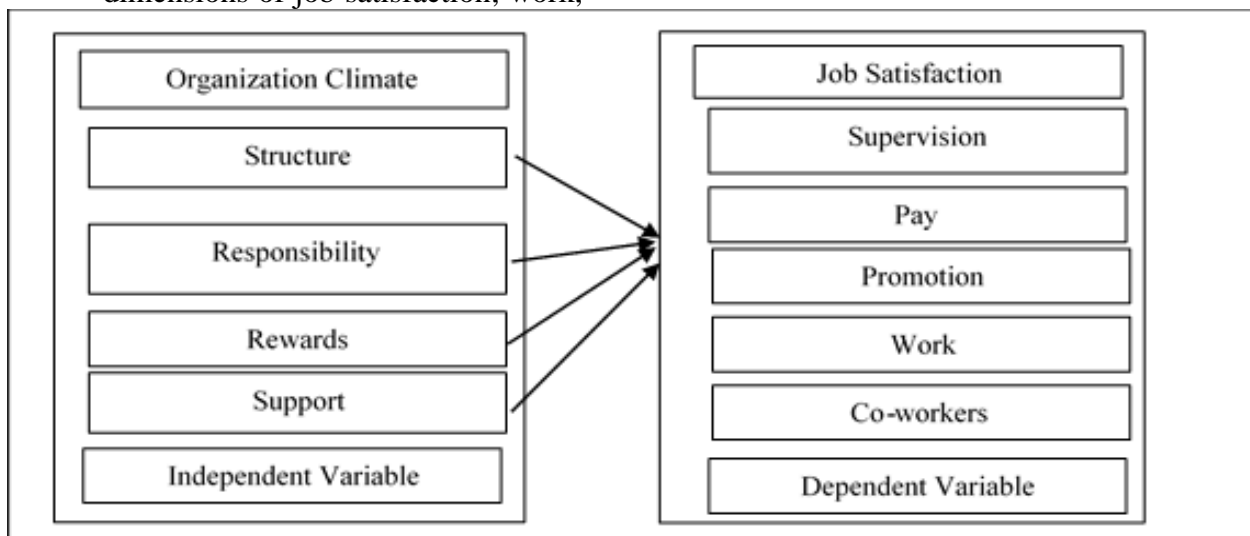
- Arrow i:** Depicts relationship between one of the components of organization climate (structure) with various dimensions of job satisfaction namely; work, supervision, pay, promotion and co-workers.

- Arrow ii:** Depicts relationship between another components of organization climate (responsibility) in relation to various dimensions of job satisfaction namely; work, supervision, pay, promotion and co-workers.
- Arrow iii:** Depicts relationships between one of the components of organization climate (reward) with various dimensions of job satisfaction; work, supervision, pay, promotion and co-workers.
- Arrow iv:** Depicts relationships between one of the components of organization climate and various dimensions of job satisfaction; work,

supervision, pay, promotion and co-workers.

- Hygiene factors/motivators:** these are the two basic ingredients of Herzberg two-factor hygiene theory which served as pivot upon which this model revolves round.

**Exchange processes/expected rewards:** these two also served as another pivot in which the model revolves round. Basically the two theories; Herzberg two-factor hygiene theory and social exchange theory simultaneously serves as navigational fulcrum in which the model derived its roots.



**Figure 1:** Model of Job Satisfaction in relation to Organization Climate

Source: Designed by the researcher

### 7.1 Underpinning theories

Herzberg two-factor hygiene theory and social exchange theory usage in social sciences and humanities researches has been popular in recent years, based upon the utilization of the theory in buttressing the relationship of organization climate with the job satisfaction antecedents of employees in various organizations and in various sectors. Furthermore, the two theories become

popular due mainly to the fact that they tend to accommodate various dimensions being conferred and codified to job satisfaction by different scholars at different time. However, the dimensions being accorded to job satisfaction as per in this study is from the perspective of the work by Litwin & Stringer (1978), Kabir and Parvin (2011) and AlHummadi (2013) which entailed using work, supervision, pay, promotion and



co-workers as its dimensions. Therefore, the two models perfectly explains the relationships between the exogenous variables and employees' satisfaction.

### **8.0 Finding, Conclusion and Recommendations**

Based on the reviewed literature, it can be concluded that employees' dissatisfaction is one of the major challenges facing by corporate organizations in Nigeria which is usually resulting in turnover of their trained staffs. Consequently, for organization to maintain and capture more qualified staffers, a more holistic approach is needed to enhance the extent employees' satisfaction through improving their organization climate.

Further, the study recommends that the academia, industry practitioners, and regulators should pay attention to the following recommendations;

- i. Corporate organizations should ensure that their staff welfare is given the priority attention it deserved with the view to retaining them and improving their performances.
- ii. Organizations should focus on designing and implementing the best human resources strategy and practices to help achieve employees' satisfaction with minimum or no hitches.
- iii. The academia should focus attention on any other variable that influences organization climate, to further expand the pool of factors responsible for employees' satisfaction.

### **8.1 Limitations of the study**

Though, the study has offered a conceptual insight on job satisfaction among Nigerian academics supported by reviewed literature with a proposed model. The study lacks empirical evidence to further validate the research propositions which result to study

limitation. It is, therefore, suggested that studies in the future should test the hypothesis empirically via applications of SMART PLS so as to validate the proposed model. Conclusively, more robust empirical studies should be conducted within Nigeria academia.

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