

**ORGANISATIONAL CLIMATE AND JOB SATISFACTION: EVIDENCE FROM HOTELS IN
OSUN STATE, NIGERIA**

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Abstract

Considering the importance of human capital in the 21st century, many researchers and human resource specialists have posited that organisations should focus more on how to achieve the satisfaction of their employees. Organisational Climate has significant consequences for both individual employees and the organisations. This study examined the impact of organisational climate on job satisfaction among the employees of hotels in Osun State, Nigeria. Twenty (20) hotels of different categories were chosen purposively while convenience sampling method was used to select 100 employees based on their willingness and ability to provide the needed information. Primary data was employed with the aid of questionnaires that were structured on a Likert scale of 1-5, indicating strongly agree (SA) to strongly disagree (SD). Percentage method was used to analyse the data collected from the respondents. The findings of the study showed that certain factors of organizational climate such as rewards, warmth and commitment influence job satisfaction. Thus employees in hotels are more satisfied with the organizations whose mission and objectives are in tandem with their personal beliefs. In order to foster and increase job satisfaction, the study recommended that organisations should create a motivating environment and an equitable reward system to all employees; and that management should transform their organisational structure to a more flexible and decentralized one.

Keywords: Organizational climate, job satisfaction, rewards, hotels, employee, commitment.

Introduction

Relationship between management and employees has been receiving attention in the recent times by the people in business and academic circles (Berberoglu, 2018). Attitudes of the employees towards the

organization as a result of their work environment are important issues in organizational behaviour literature. Employees' behaviour in an organization is a direct result of their personal characteristics as well as the environment where they work. In this regard, organizational climate is an important concept that facilitates the understanding of employee's work-related behaviour and it has been discussed in organizational behaviour literature since late 1960s (Berberoglu, 2018). Organizational climate is the totality of psychological climates and perceptions of individual employees concerning their work environment (James et. al., 2008). It is not easy to define the climate in an organization precisely because it is influenced by the perception of employees. Nevertheless, it is certain that the climate has a strong influence on employee attitudes regarding their sense of belonging, personal relationships and work performance (Mullins, 2010). In addition, concepts such as job satisfaction, need for achievement, affiliation and power, overall organizational effectiveness and performance, and organizational commitment are found to be the consequences of perceived organizational climate (Barth, 1974). Moreover, organizational commitment of employees towards their workplace is found to have a significant relationship with and influence on the overall organizational performance.

Employees' job attitudes are affected by a wide range of organizational characteristics and social relationships which form the employees' work environment (Babushe & Narendranath, 2013). It is interesting to note that different terms are used such as organizational climate, psychological climate, collective climate and organizational culture, when referring to employees' perceptions in the work environment (Holloway, 2012). Organizational climate is one of the most important matters regarding organizational environment, which has a direct relationship with employees' behaviour.

Literature Review

Gerber (2003) defined organisational climate as a set of traits peculiar to an organisation, which may be inferred from the relationship the organisation has with its workers and the environment. Individual employees in an organisation exhibit a set of behaviours and attitudes in terms of static characteristics, such as degree of autonomy; behavioural outcome and contingencies.

Organisational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behaviour and can be described in terms of the value of a particular set of characteristics of the organisation (Riad, Labib & Nawar, 2016). There may be possibilities of having many climates as there are people in the organization. The actions of individual employee become more significant when impacting upon the climate and determining the stability of the work environment. Organizational climate can be observed from a system viewpoint. Different climates exist in an organization but they can be integrated to represent the overall organizational climate. When viewed as an illustrative idea, organizational climate reflects the regular perceptions and understanding of all members regarding different segments of the organizations, such as structure, frameworks and practices. Therefore organizational climate embraces the totality of experience of individual employees in the organization. Employees perceive the atmosphere that is created in their organizations due to practices, procedures and rewards (Brown & Brooks, 2002). Despite the fact that people contrast in the method they perceive, analyse and interpret information, the climate introduced in an organization is an aggregate view or recognition of the individual's perceptual or psychological description (Al-Shammari, 1992; Dormeyer, 2003).

The notable two concepts that exist in the organisational climate are perceptual and descriptive in nature. The descriptive aspect of organizational climate explains the views and opinions of individual employees on different organization elements such as system, structure and practices; whereas the perceptual aspect shows the ways and manners an individual employee perceives the work environment based on procedures, practices and reward (McMurray, 2003). In the study of Brown and Brooks (2002), perceptions concept in organisational climate is affected by the individual perceptions. Organisational climate can be seen as the collective perception of employees although it is subject to change anytime (Dormeyer, 2003; Al-Shammari, 1992). The climate in an organisation is influenced by occasions and attributes significant to the organisation, which thus applies a strong impact on the members of organisation behaviour. Organisational climate and the route in which people react to it consistently associate. After some time, the organisational climate has the ability to bring out the general psychological atmosphere of an organisation, and subsequently, may influence the behaviour, fulfilment and aspiration of people in the work environment (Lawler, 1992). Organisational climate is the generally persisting characteristic in an organisation which recognizes it from

different organisations: and (i) typifies members collective perceptions about their organisations as for such measurements as self-sufficiency, confide in, cohesiveness, innovation, acknowledgment, fairness and support; (ii) collaboration among the members; (iii) fills in as a reason for interpreting the circumstance; (iv) reflects the culture for predominant standards, qualities and attitudes of the organisation; and (v) serves as an impact for molding behavior (Forehard & Gilmer, 1964; Pritchard & Karasick, 1973) According to Wallace, Hunt and Richards (1999), collective perceptions of individuals in an organisation characterize climate as the outline view of how it manages the individual employees. Gerber (2003) posits that organisational climate is a reflection of individuals' collective perceptions and emotions about the organisation. McMurray (2003) refers to organisational climate as an affective event where emotions lead to information-processing behaviours of employees and interaction among themselves or with outsiders.

Job satisfaction

Organizations are mere empty buildings and idle equipments without individual members who give them life, purpose and meaning. Healthy and vibrant employees translate to healthy and vibrant organizations. Happy and vibrant employees are productive workers and productive organizations are those with satisfied workers and conducive environment.

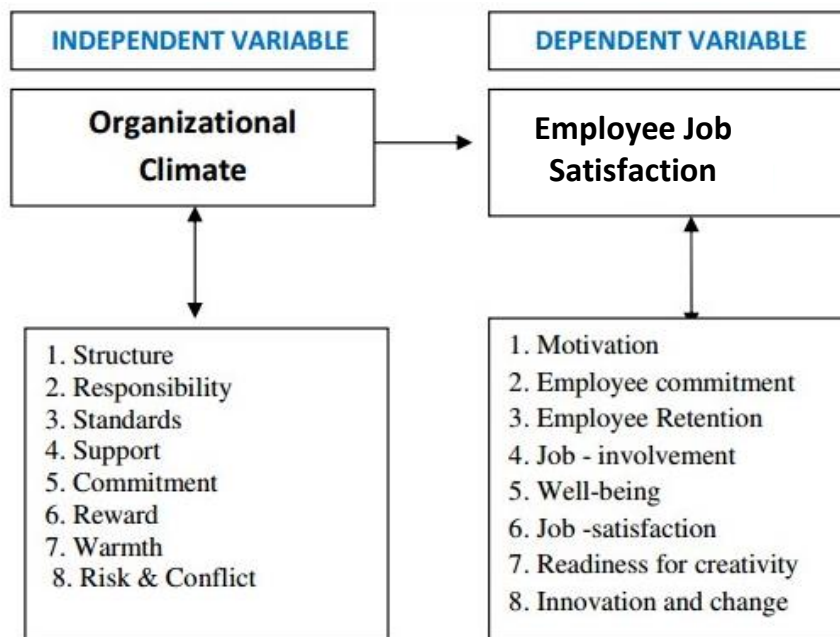
Job satisfaction is an important ingredient for evaluating organisation's success. It is the result of various specific behaviours exhibited by an employee. These behaviours are related to the job. Satisfaction in one's job means increased commitment in the fulfilment of formal requirements; and is deemed as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1969; Babushe & Narendranath, 2013). Job satisfaction measures the employee's satisfaction which specifies the dimensions of job, such as the work itself, his immediate supervisors, pay, co-workers and opportunity for promotion (Babushe & Narendranath, 2013).

Organizational Climate and Job Satisfaction

A lot of researchers have carried out many studies on the relationship between organizational climate and job satisfaction (Al-Shammari, 1992). In most of the studies conducted, there have been different dimensions used. As a result of the variations in these dimensions, the outcome of the relationship between these two variables-organizational climate and job satisfaction have also received many varying results (Boateng, Kayandewe & Sassah, 2014).

Research Methodology

The hotels under study were chosen purposively while convenience sampling method was used to select 100 employees based on their willingness and ability to provide the needed information. Primary data was used with the aid of questionnaires that were structured to capture the objectives of the study. Research questions were drafted with the aid of Likert Scale of 1-5 indicating from strongly agree to strongly disagree. Simple percentage tool was used to analyse the data collected. The variables used in the study are depicted in the figure below:



Data Analysis and Interpretation

Factor 1: Reward

1. There is a fair reward and recognition procedures in this organization.

Opinion	Frequency	Percentage (%)
Strongly agree	23	23
Agree	57	57
Undecided	10	10
Disagree	7	7
Strongly disagree	3	3
Total	100	100

2. Employees are rewarded in proportion to the excellence of their job performance.

Opinion	Frequency	Percentage (%)
Strongly agree	13	13
Agree	60	60
Undecided	12	12
Disagree	10	10
Strongly disagree	5	5
Total	100	100

3. There is a promotion system that helps the best employee to rise to the top.

Opinion	Frequency	Percentage (%)
Strongly agree	10	10
Agree	67	67
Undecided	9	9
Disagree	12	12
Strongly disagree	2	2
Total	100	100

In tables 1 to 3, most of the employees in the hotels under study agree with the reward system. Thus they are satisfied with their jobs

Factor 2: Warmth

4. A friendly atmosphere prevails among the workers in the organization.

Opinion	Frequency	Percentage (%)
Strongly agree	15	15
Agree	60	60
Undecided	11	11
Disagree	10	10
Strongly disagree	4	4
Total	100	100

5. There is a cordial relationship between management and employees in this organization.

Opinion	Frequency	Percentage (%)
Strongly agree	23	23
Agree	40	40
Undecided	12	12
Disagree	15	15
Strongly disagree	10	10
Total	100	100

6. This organization is characterized by a relaxed, easy-going working climate.

Opinion	Frequency	Percentage (%)
Strongly agree	6	6
Agree	43	43
Undecided	27	27
Disagree	17	17
Strongly disagree	7	7
Total	100	100

7. Employees in this organization tend to be cool and aloof toward each other.

Opinion	Frequency	Percentage (%)
Strongly agree	17	17
Agree	50	50
Undecided	14	14
Disagree	6	6
Strongly disagree	13	13
Total	100	100

From the findings recorded under the factor 2 (warmth) in tables 4 to 7, there is a feeling of cordial relationship between the employees and management.

Factor 3: Support and Commitment

8. I feel that I am a member of a well functioning team.

Opinion	Frequency	Percentage (%)
Strongly agree	30	30
Agree	40	40
Undecided	20	20
Disagree	6	6
Strongly disagree	4	4
Total	100	100

9. When I am on a difficult assignment I can usually count on getting assistance from my boss and co-workers.

Opinion	Frequency	Percentage (%)
Strongly agree	30	30
Agree	55	55
Undecided	3	3
Disagree	7	7
Strongly disagree	5	5
Total	100	100

10. In this organization employees have the latitude to look for their own interests.

Opinion	Frequency	Percentage (%)
Strongly agree	37	37
Agree	20	20
Undecided	27	27
Disagree	10	10
Strongly disagree	6	6
Total	100	100

11. Employees in this organization do not trust each other enough.

Opinion	Frequency	Percentage (%)
Strongly agree	3	3
Agree	20	20
Undecided	23	23
Disagree	44	44
Strongly disagree	10	10
Total	100	100

The result from table 8-11 showed that most of the employees agree that there is support and commitment in the organization.

Factor 4: Organization Structure

12. It is sometimes unclear who has the formal authority to make a decision.

Opinion	Frequency	Percentage (%)
Strongly agree	3	3
Agree	27	27
Undecided	10	10
Disagree	50	50
Strongly disagree	10	10
Total	100	100

13. The jobs in the organization are clearly defined and logically structured.

Opinion	Frequency	Percentage (%)
Strongly agree	23	23
Agree	54	54
Undecided	3	3
Disagree	14	14
Strongly disagree	6	6
Total	100	100

The findings from tables 12 and 13 show that there is a clear and logical job structure and that formal authority exist in the organization.

Factor 5: Risk and Conflict

14. The attitude of our management is that conflict between competing units & individuals can be healthy.

Opinion	Frequency	Percentage (%)
Strongly agree	23	23
Agree	47	47
Undecided	10	10
Disagree	17	17
Strongly disagree	3	3
Total	100	100

15. The best way to make a good impression around here is to steer clear of open arguments and disagreements.

Opinion	Frequency	Percentage (%)
Strongly agree	13	13
Agree	33	33
Undecided	37	37
Disagree	10	10
Strongly disagree	7	7
Total	100	100

16. The philosophy of our management is that in the long run we get ahead fastest by playing slow, safe and sure.

Opinion	Frequency	Percentage (%)
Strongly agree	3	3
Agree	43	43
Undecided	37	37
Disagree	7	7
Strongly disagree	10	10
Total	100	100

17. In meetings the goal is to arrive at a decision as smoothly and quickly as possible.

Opinion	Frequency	Percentage (%)
Strongly agree	23	23
Agree	47	47
Undecided	23	23
Disagree	3	3
Strongly disagree	4	4
Total	100	100

The findings above reveal that most of the employees strongly agree on the fact that risk and conflict solving techniques are appreciable in the organization.

Factor 6: Standards

18. In this organization we set very high standards for performance.

Opinion	Frequency	Percentage (%)
Strongly agree	33	33
Agree	47	47
Undecided	12	12
Disagree	6	6
Strongly disagree	2	2
Total	100	100

19. There is a feeling of pressure to continually improve our personal group performance.

Opinion	Frequency	Percentage (%)
Strongly agree	54	54
Agree	32	32
Undecided	5	5
Disagree	3	3
Strongly disagree	6	6
Total	100	100

The findings from table 18 and 19 above confirm that standards set by the organization are superior and effective.

Discussion

The results of findings of study showed that organizational climate has a significant relationship with job satisfaction. This may range from reward system, conduciveness of the work environment and style of management. The outcome of this study is in tandem with the findings of Spector & Beer (1994) who posited that organizational climate cannot only affect commitment, competence, cost effectiveness and congruence but also have long-term consequence for workers' welfare and there are some evidences to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. The outcome of the study also aligned with Akinyele (2007) who submitted that a friendly work-atmosphere guarantees the welfare of employees which invariably motivate them to perform their duties with dedication that may bring about higher productivity and job satisfaction.

Conclusion and Recommendations

Job satisfaction is affected by many factors that range from financial rewards to non-financial rewards. Financial rewards have been found to be necessary but not sufficient condition for job satisfaction. Other factors such as friendly work environment, management support and commitment, organization's attitude to risk and conflict management are all important determinants of job satisfaction.

Employees make up the key elements for organizations to achieve sustainable competitive advantage in today's dynamic and changing operating conditions. Organizations should try to attract qualified employees; take advantage of them at the maximum level and keep motivating them in good working conditions for their satisfaction. Therefore, creating a healthy and positive organizational climate which cares about the welfare of employees is very important. It is important to create an environment of trust, involving good relationships with managers to contribute to the organizational commitment of the employees and improve their perception of organizational performance.

It is also recommended that management should improve the system of communication with their employees while encouraging feedback and support when needed. Management should create a motivating climate and equitable reward system to all employees to increase productivity. Organisations should be made more conducive to employees by providing loans and other credit schemes that will promote workers' commitment and dedication to their duties. In order to create a positive organisational climate, management should transform their organisational structure to a more flexible and decentralised one.

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