

ORGANIZATIONAL CLIMATE AS A PREDICTOR OF JOB SATISFACTION AND COMMITMENT IN PUBLIC ORGANIZATIONS

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ABSTRACT

This study explores the effect of organizational climate, job satisfaction and organizational commitment through a sample of Ekiti State Civil Service. The data were obtained using three different research instruments combined into a single questionnaire, the research instruments are; “Organizational Climate Questionnaire developed by Brown and Lelgh, (1996), The index of organizational reaction (IOR) scale developed by smith, (1976) and Organizational Commitment Scale, developed by Buchanan (1974). In the analysis of data, independent t test, correlation analysis and multiple regression analysis were used. In this study, the results show that Organizational Climate does not have any significant effect on Job Satisfaction and Commitment, also, there was no significant of Organizational Climate on gender differences but there is a significant correlation exists between Job Satisfaction and Organizational Commitment.

KEYWORDS: Organization, open system, job satisfaction, gender difference, commitment scale

INTRODUCTION

Organization is an open system in constant interaction with its entire environment, taken in raw materials, people, energy and information and converting them into product and services that are exported back to these various environments Schein (1980).

Stanley (1959) also defined organization as any pooling of human, physical, and spiritual resources in order to facilitate the attainment of a predetermined goal.

Organizations like fingerprints are always unique. Each has its own culture, tradition and methods of action, which in their totality, constitute its climate, some organization, are bustling and efficient, other are hard and cold.

An organization however tends to attracts people and keep people who fit its climate, so that pattern are to some extent perpetuated, just as people may choose to move to a certain geographical climate of sea, mountains, or desserts, they also will choose the organization climate they prefer.

Scott (1974) defines organization as a collectivity established for the pursuit of relatively specific objectives on a more or less continuous basis.

Hall (1977) expands on Scott’s definition by adding that the collectivity exist on a relatively continuous basis in an environment and engages in activities that are usually related to a goal or a set of goals.

We cannot see climate or touch it, but it is there like the air in a room, it surrounds and affects everything that happens in an organization. In turn, climate is affected by almost everything that occurs in an organization. It is a psychological concept. There is no doubt that as individuals function within an organization, they bring with them their attitudes, needs, value system and expectations. It is the interaction of these psychological attributes of the individuals and those of the organization and the resultant relationships that constitute organizational climate (Drenth, 1998).

Organizational climate has been described as a combination of shared history, expectations, unwritten rules and social mores that affects the behaviors of everyone in an organization Davis (1998). Litwin and stringer (1968) define organization climate as the quality or property of the organizational environment that (a) Is perceived or experienced by the organizational stakeholders (b) Influenced by behaviors of members. Atkinso (1964) view it as the total pattern of expectancies and incentives values that exist in a given organization.

Forehand and Gilmer (1962) proposed that organization climate consist of a set of characteristics that describe an organization and distinguish it from other organization and are relatively enduring overtime and influence the behaviors of the people in it. Fritz, steels and Stephen (1977) define organizational climate as the human environment within which an organizations employees do their work. It may refer to the environment within a department a major company unit such as branch plant or an entire organization.

Eze (1995) says organizational climate is a psychological attribute and that it involves the emotional, attitudinal relation and perceptual atmosphere of an organization According to (Reichers & Schneider, 1990). Organizational climate is defined primarily in terms of shared perceptions of organizational polices, practice and procedures. Thus organizational climate includes employee perception and evaluation of leadership practices decision – making process-working relationship among employees, appraisal and recognition, as well as role and goals.

Organizational climate has been identified as a critical link between the members of an organization, their organizational behavior i.e. commitment to duty, job satisfaction and the organization itself. Welsch & Lavan's (2003).

Job Satisfaction is an attitude based on an affective (feeling) evaluative response to a job situation. In other words, we can say that a satisfied employee finds more to like about certain components like supervision, organization's identification, kind of work, amount of work, co-workers, Physical work conditions, financial reward, and career future. Job satisfaction is an attitude, and therefore, a hypothetical construct-something that cannot be seen but whose presence or absence is believed to be associated with a certain behaviour pattern. It is suggested that job satisfaction is a state of pleasure gained from applying one's value to a job (Locke, 1969). Spector (1979) believes that job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes recognized as a critical link between members of an organization.

While there is yet no general agreement on core climate dimensions, there is nevertheless consensus that climate influences individual level outcome through its impact on employee cognitive and affective states (i.e. Organizational Citizenship Behaviour, Job Commitment, Satisfaction, Motivation, Morale etc). In other words, levels of employee satisfaction e.t.c. mediate the influence of climate on people – performance related outcomes. If the organizational climate is unfavorable, it serves as a barrier for job satisfaction and commitment, because it tends to result in a feeling of dissatisfaction and low productivity level.

STATEMENT OF PROBLEM

Every human being feels psychologically balanced with any situation that offers maximum pleasure and reduces the state of anxiety. But one of the factors complicating the study of human behaviour is the tendency for different individuals to respond to similar situation in a variety of ways, workers in the same organization may react differently to the same environmental conditions. Many workers have experience the effect of organizational climate at some point on their performance and behaviour. The organizational climate in public organization is perceived differently by the employees.

This research is design to find out the effect of organizational climate on job satisfaction and commitment. The extent to which an employee perceived its organizational climate, directly or indirectly affects the exhibition of satisfaction to duty and the commitment of its job which in turn affects the growth of the organization positively or negatively.

As earlier discussed, human beings are social beings who are highly responsive and capable of rating and reacting to stimuli presented by their environment and is either positively or negatively affected by these stimuli. The affect of

these stimuli may lead to satisfaction or dissatisfaction in an individual, the purpose of this present research is to improve our understanding in public organization on the advantages of organizational climate, how it affects organizational citizenship behaviors and job commitment

METHODOLOGY

This was carried out in different public organizations in Ekiti State.

1. Irepodun / Ifelodun Local Government.
2. Ministry of Education Ado- Ekiti.
3. Anglican Grammar School Ado Ekiti.

The sample for this study consist of one hundred and twenty (120) participants. Sixty male (60) and sixty female (60) are randomly selected from the above research setting.

The instruments that were used for the research are:

Organizational climate scale developed by (Brown, S.P and LeIgh, T.W. 1996). Organizational climate scale is a 21-item scale designed to measure employee’s perception of the prevailing climate in its organization.

The index of organizational reaction (IOR) developed by smith, F.J. (1976). Index of organization reaction scale was used to measure some specific component of Job commitment. It is a 42-item inventory design to assess the reaction of workers to extent of organization commitment.

Organizational Commitment Scale, developed by Buchanan (1974) was used to measure employee commitment to their organization. It is a 23-item inventory design to measure the extent to which a worker is affectively attached to the achievement of the goals and values of an organization. It assesses three components namely:

- (i) Identification (ii) job involvement (iii) loyalty.

The instrument was provided to the respondent in a single questionnaire along with appropriate demographic data item. A total of (120) copies of the questionnaire were administered to the respondents in the chosen area of research over a period of nine days because the research area cuts across the state. After a brief explanation, the respondents were left alone to complete the questionnaire. A week later the completed questionnaire was retrieved from the respondents.

Eight (3) questionnaires were not returned while fourteen (5) were blank. Out of the remaining one hundred and twelve (112) copies of the questionnaire, ninety five (95) were properly filled and found usable for the purpose of this research in gender representation of fifty (50) females and forty five (45) males respectively.

RESULTS

The data collected were subjected to statistical analyses using the independent t-test and multiple correlation technique.

The results are hereby presented serially according to hypothesis.

Hypothesis one which states that there will be a significant effect of organizational climate on job satisfaction in public organizations. It was tested using the independent t-test and the result is presented in Table 1

Table 1: Regression summary table showing the effect of organizational climate on job satisfaction.

Variable	R	R ²	F	P	B	T
Org. Climate	.116	0.13	1.27	>.05	-.116	-1.13

R = .116, R²=0.13, F=1.27 P =>.05

From the table, it can be seen that there is no significant effect of organizational climate on job satisfaction in public organizations. Thus the hypothesis which states that organizational climate will significantly affect job satisfaction in public organizations is rejected.

Hypothesis two states that there will be a significant effect of organizational climate on organizational commitment in public organizations. It was tested using the independent t-test and the result is presented in Table 2

Table 2: Regression Summary Table showing the effect of organizational climate on organizational commitment.

Variable	R	R ²	F	P	B	T
Org. Climate	.112	.013	1.18	>.05	-112	-1.09

R= .112, R²=0.13, F= 1.18, =>.05

From the table, it can be seen that there is no significant effect of organizational climate on organizational commitment in public organizations. Thus the hypothesis which states that organizational climate will significantly affect organizational commitment in public organizations is rejected.

Hypothesis three states that there will be a significant effect of sex on organizational climate, organizational commitment and job satisfaction in public organizations. It was tested using the independent t-test and the result is presented in Table 3

Table 3: Independent t-test showing the effect of sex on organizational climate, organizational commitment and job satisfaction.

Variable		N	X	SD	St	Df	t	P
Org. Climate	M	60	58.72	9.86	1.27	92	63	>.05
	F	34	57.38	9.88	1.69			
Job Satisfaction	M	60	61.42	8.29	1.07	92	.10	>.05
	F	34	61.24	8.58	1.47			
Org. Commitment	M	60	89.42	10.19	1.32	92	-1.16	>.05
	F	34	92.44	15.06	2.58			

t (92) = 63, P >.05

t (92) = .10, P >.05

t (92) = -1.16, P >.05

From Table 3, it can be seen that there is a significant effect of sex on job satisfaction while there is no significant effect of sex on organizational climate and organizational commitment therefore the hypothesis which states that there will be a significant effect of sex on organizational climate, organizational commitment and job satisfaction in public organizations was partially supported.

Hypothesis four states that there will be a significant relationship between organizational climate, job satisfaction and organizational commitment in public organizations. The hypothesis was tested and the result is presented in Table 4

Table 4: Multiple correlation showing the relationship between Organizational Commitment, Job Satisfaction and Organizational Climate.

	Org. Comm.	Job Satisfaction	Org. Climate
Org. Comm.	1		
Job Satisfaction	r 0.375 p <.01	1	
Org. Climate	r - .112 p >.05	-.116 >.05	1

From Table 4, we can see that employees Organizational Commitment is found to be positively and significantly correlated with Job Satisfaction,

$r = 0.375 < 0.01$ but it does not correlate with Organizational Climate,

$r = -.112 > 0.05$ and there is no significant between Job Satisfaction and Organizational Climate, $r = -.116 > 0.05$

DISCUSSION

The results of this study generally did not support the hypotheses forwarded concerning the effects of organizational climate on job satisfaction and organizational commitment in public organizations.

The first hypothesis which states that there will be a significant effect of organizational climate on job satisfaction, it was observed that there is no significant effect. The result does not agree with Chess (1994), who reported that certain motivational factors like organizational climate contribute to the prediction of job satisfaction. The findings of the present study is not in line with the body of evidence supporting the use of Bolman and Deal's (1991b, 1997, 2003) four-frame organizational theory in efforts to understand perceived organizational behavior and characteristics (climate) in relation to the job element satisfaction of organizational members.

The second hypothesis states that there will be a significant effect of organizational climate on organizational commitment. The result obtained in this study does not reveal a significant effect therefore the findings of this study does not enhance what is known in general about the relationship between organizational climate, and organizational commitment. Which was reported in the work of Allen (2003), Johnsrud, Heck, and Rosser (2000), Johnsrud (2002), Volkwein and Zhou (2003) where it asserts that there is a positive relationship in organizational climate and organizational commitment.

The third hypothesis states that there will be a significant effect of sex on organizational climate, organizational commitment and job satisfaction in public organizations. Only job satisfaction was found to have a positive effect on organizational climate the significant effect that exists in this study corresponds with (Brown and Shepherd, 1997) who reported that job satisfaction and climate improves workers' performance irrespective of sex.

The fourth hypothesis states that there will be a significant relationship between organizational climate, job satisfaction and organizational commitment in public organizations. This hypothesis was partially supported because only job satisfaction and organizational commitment has a significant relationship. This supported the work of Lemons & Jones, (2000) who suggested that a positive relationship exist in work attitudes such as job satisfaction and commitment. But it is in contrast with the work of Mosser and Walls, (2002) who reported a positive relationship in organizational climate and job satisfaction.

The negative correlation between organizational commitment and organizational climate in this study may be a result of the fact that most public organizations in the chosen area of research are not highly equipped with modern

day facilities that makes an organizational environment look more encouraging and conducive for workers. Tang and LiPing (1999) report that a relationship exists between job satisfaction and organizational commitment, and Woer (1998) finds that organizational commitment relates to job satisfaction, which both support this result. Furthermore, Stokes, Riger, and Sullivan's (1995) report that perceived motivation relates to job satisfaction, commitment, and even intention to stay with the firm corroborates this present result

CONCLUSIONS

The results of this study suggest that organizational climate do not really predict job satisfaction and organizational commitment, perhaps particularly during times of change in the organization. It appears that when changes are taking place in the organization, employees try to maintain their commitment to the organization if they sense the form of clarity or orderliness that exists for work activities, goals, procedures and the like.

The importance of that climate in relation to employees' commitment to the organization, however, varies according to length of service. Employees apparently also will maintain their commitment to the organization if they are allowed to participate in making recommendations and in decision-making processes, which pave way for satisfaction and if they perceive that management shares accurate information with them. These findings represent a foundation for future research exploring the predictors of organizational commitment under normal conditions such as the climate and during times of change in the climate as well.

This research has made several important contributions. First, it is one of the few studies that have addressed the climate in organization in relation to employees' satisfaction and commitment in Ekiti State. Past research focusing on employee attitudes has for the most part focused on job satisfaction neglecting the conditions that leads to job satisfaction. In an environment that is increasingly in need of satisfying its work force, it is important for researchers to understand the attitudes and reactions of public servants and this work has addresses the gap in the research in this area.

Second, the findings of this study have also pointed out some salient issues in public service, the issue of climate needs to be addressed in public service as regards the understanding of the concepts and its antecedents.

To summarize, the pattern of relationships between organizational climate, satisfaction and commitment is appealing. First, the study demonstrates that the concepts of climate translate to the Nigerian context, with particular reference to Ekiti State has suitable (and predictable) amendments. Second, the significant combination in research for climate, satisfaction and commitment is confirmed.

RECOMMENDATIONS

This research is not without limitations. In calling attention to these limitations, I simultaneously suggest directions for future inquiry. First, this study examined the effect of organizational climate on organizational commitment and job satisfaction, neglecting the components of organizational climate , commitment and satisfaction. A study of the component of these three variables will be more revealing.

Further longitudinal work is needed in this area, future investigations need to consider the extent to which what an employee considers as a favourable climate and what can cause the changes overtime and how the behavioral motives trigger the changes in organizations.

Funding this research is another constraint, as the researcher is the sole financier of this work. Availability of funds would have allowed for a wider coverage. Government should encourage research by providing grants for research institutes to sponsor researchers. Finally, the attitude of public servants as regards response to answering of questionnaire should be improved; many public servants don't understand the importance of their response to research questions. Public sensitization is necessary in this aspect because the outcome of every research is usually for the benefit of mankind.

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