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The relationship between job satisfaction and organizational climate: a case study of government departments in Divandarreh

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ABSTRACT

Since each individual's effort is the result of his satisfaction, job satisfaction is an important prerequisite for an effective performance, and given that the organizational climate arises from mutual efforts and relations of groups within the organization, managers and employees, it impresses the employee's behavior and their satisfaction level effectively; therefore, Knowing more about the organizational climate, job satisfaction and use of these findings can increase the level of job satisfaction and performance of employees. This study analyzes the relationship between the components of organizational climate and job satisfaction among employees of government departments in Divandarreh. This research will be examined with one main hypothesis and thirteen secondary hypotheses. Results of hypotheses test confirm the relationship between organizational climate and job satisfaction. This means that emphasizing and managing organizational climate helps to promote job satisfaction.

Keywords: job satisfaction; organizational climate

1. INTRODUCTION

Man power in any organization is the main source and an important factor in the performance and progress of the organization. Today, the attitude that says "capital is the main source and factor in creation and development of organization" is outdated and the

human factor is increasingly becoming important. Managers have found that the prosperity of the organization is not achieved with advanced machines and large capital. Without powerful workforce, every effort will fail; therefore, human Resource is considered as an inexhaustible factor. What is important here is the motivation and morale of the workforce in the organization. In fact, this important factor is able to demonstrate its actual function when it has the motivation to work. Meaning that unlike the other factors, it should not be directed only by external forces such as management, organizational regulations and the like; rather, an inner force should make them do a better job. According to numerous research results in the fields of management, job satisfaction is a major factor in influencing the motivation.

There is a direct relationship between job satisfaction and motivation. Therefore, the most important duty of managers in the fields of human resources is to improve the level of job satisfaction and subsequently motivation and performance of individuals.

In today's turbulent and dynamic environment, the ultimate development and survival of a company depends on the knowledge, skills and capabilities of its employees; on the other hand, both depend even more on directing those skills and knowledge towards reaching company's goals. Only a satisfied employee will be dedicated to his/her work, demonstrate creativity and aim towards meeting the needs and wishes of company's customers.

Thus, in today's times of fierce global competition, almost all companies seek the opportunity to increase staff commitment and direct them (the staff) towards achieving company's objectives. For company's managers, this means employing classical as well as motivational measures in the process of staff motivation. Employee satisfaction and motivation represent the main principles of contemporary human resources management, since only through quality motivation systems can a company increase its competitive advantage and value. Previous concepts of motivation schemes are becoming insufficient and ineffective, and it is, therefore, indispensable to develop and introduce new ones; their elaboration and versatility will greatly contribute to employee satisfaction and increase their performance. This study asks how organizational climate can contribute to the increase in employee satisfaction, motivation and work commitment. In searching for the answer to this question, the paper will examine the significance of workplace satisfaction and motivation for company success. Furthermore, the theoretical section of this work will draw upon the characteristics of the organizational climate and the results of present-day research on the effects of organizational climate and culture on company success. In the second part of the paper, key dimensions of the organizational climate form the basis for the empirical research on staff satisfaction in companies in Bosnia and Herzegovina.

Finally, the study concludes with the analysis of basic theoretical and empirical researches, as well as recommendations for measuring, analyzing and managing the organizational climate with the aim of increasing employee satisfaction or creating a positive climate for higher motivation levels, which, in turn, contribute to sustainable competitive advantages of a company (Rahimić, 2013).

The present study investigates the relationship between organizational climate and job satisfaction in government departments of Divandarreh. Firstly, we will give an explanation regarding job satisfaction and organizational climate; then the results of the research.

Job satisfaction

Job satisfaction is the basic requirement of individual's attendance and work with the organization because it plays the critical role in increasing productivity, commitment to the

organization, guaranteeing the physical and psychological health, boosting the morale of the individual (Mrugank & Ashwin, 2005).

In an article entitled “WHAT MAKES A GOOD JOB” by Dr. Jones, he stated that job satisfaction has been a hot university topic since 1960; and Management theories have sought to answer this question and create ways for increasing the power of the workforce. Material reward is one of the least effective factors. The results of this research indicates that most of the operational staff asked for music during the work; most of the employees asked for a committee or a board of the directors from the staff to support them. More than 90% of the staff asks for a kind of independence at work, participation in decision-making, equal pay for equal work and cooperation rather than conflict (Brown, 1996).

Camp's job satisfaction divides into three categories: needs approach, expectations approach, and value approach. Needs approach defines the satisfaction as a function of success and satisfaction of individual needs containing physical and psychological needs; and Needs is seen as the objective requirements which are similar in every individual (Stewart, 1993). Based on this approach, each individual job satisfaction depends on two factors: First, how many individual needs are provided through Job and second, how many needs and to what extent have not been supplied through the adopted job. The result of these two factors determines a person's job satisfaction. The expectation approach, however, believes that Satisfaction is determined in full compliance of the hopes and expectations with the individual's progress; while the discontent is caused by the failure to meet expectations (Stewart, 1993). Value approach maintains that job satisfaction is determined by the phenomenon of whether the person is able to keep his personal and private values. In this study, the five dimensions of job satisfaction, including promotion, leadership and supervision, cooperation, and the nature of work, salary and benefits will be discussed.

Of the five dimensions of job satisfaction, advancement usually is given a high ranking. As soon as someone is hired by an organization, advancement and promotion become powerful motivational incentives and pave the way for compensation of the needs extra organizational authority and increase the power of decision making (Cherry, 1978).

The dimension of leadership and supervision expresses the satisfaction that a person receives from the relationship with their direct supervisor. A review of the researches indicates that supervision is an important dimension of job; the more considerate the supervisor be, the more job satisfaction will be obtained; and the supervisors who are good at the two dimensions of supervision (staff-bound and job-bound) cause the most sense of job satisfaction (Stewart, 1993).

Many researchers recognize the relationship with the co-workers as the most important factor of job satisfaction or dissatisfaction (Stewart, 1993). According to Maslow, most people enjoy the sense of belonging, love and being loved. It's an internal need of every human to be part of a group because it gives an opportunity to build a meaningful relationship with the others, receive support from the others or to support them (Zimring, 1981).

Payment is one of the most important working conditions for nearly all the occupational groups. Although the evidence is somewhat inadequate, the results of some studies indicate that for some groups of workers wage is not considered a major factor in job satisfaction. The money means different things to different groups (Stewart, 1993). This factor is likely more important for those who cannot otherwise obtain satisfaction from their work (Zimring, 1981). According to Herzberg, salary is a hygienic factor that can cause dissatisfaction if it is low but does not lead to satisfaction if it is too much. Furthermore, salary could be a model

for development and the source of cognition and understanding since the staff considers their salary as the ability to do the work in order to participate in the organization (Arnold & Feleman, 1986).

The nature of the work means that it should be of importance and validity in the community and fit the personal characteristics of the individual so that it should be such an interesting job that the employee not only can ignore material benefits but also prefers it to a better job with a higher salary. Work culture focuses on the employee's feelings which are fulfilled through doing mentally challenging tasks (Kaufman & Christensen, 1984).

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job. Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture.

This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. In such countries, people tend to migrate to better and consistent ly paying jobs. Explaining its nature some researchers tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivate ed by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity. Other researchers argue in favour of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile.

Organizational climate

Organizational climate is defined as an appearance of culture, result of combining feelings, attitudes, behaviors shaping the organizational life and an organizational fact with an objective concept (Ekvall, 1996). The climate of the organization is the organization members' understanding of the fundamental elements (West & Farr, 1989). Since the climate is founded on personal perspectives, changes rapidly and influences the person's behavior (Payne & Pugh, 1979). Organizational climate affects perception and sense of membership of the staff and determines that whether they experience the organization as rewarding and desirable. This in turn, has a significant effect on staff's behavioral and motivational levels and their consent and tendency to stay in the organization (Mathiue & Farr, 1991). Experts have given several definitions of the organizational climate.

Organizational climate according to “and“ is the individual's perception of the kind of the organization he works in and his sense toward the organization based on elements such as independence, organizational structure, reward, considerations, friendship, support and explicitness.”

“Halpin” and “Croft” define the organizational climate as: “the internal characteristics which makes an organization different from another and influences its staff's behavior. This climate is measured by the staff's understanding and explanation of the internal characteristics of the organization. “Richard” and “Schneider” believe that organizational climate is the organizational viewpoints, formal and informal proceedings and procedures.”

The one thing that is common to most definitions of organizational climate is that it is measured based on the staff's understanding of the organization environment.

Organizational climate is a meaningful construct with significant implications for understanding human behavior in organizations. Organizational climate research began with analysis at the individual level, concentrating on what is termed psychological work climate. In this approach, individual coworkers are asked to indicate the climate at their workplace. Later, the concept of organizational climate emerged, which is shared amongst the members of the work or organizational unit. It is measured by averaging the individual scores of psychological work climate. According to Bliese, aggregate values of organizational climate should only be used if there is sufficient agreement in the individual climate ratings.

However, a lack of agreement regarding individual climate ratings has in itself emerged as an interesting topic of research. Differences in variance in climate ratings from one unit to another may be relevant for explaining outcomes. This variance is now known as climate strength. A high variance indicates that members of an organization differ in how they view the climate of the organization. A low variance indicates that they agree on the climate in their organization. In the latter case, the organization can be said to have a strong organizational climate. A number of definitions of organizational climate have been given in the various studies on the concept, and although a precise and unitary definition of organizational climate does not exist, researchers agree that certain characteristics describe the construct and differentiate it from other concepts.

These characteristics are as follows:

1. Climate is generally considered a molar construct that can change over time;
2. It is perceived by and shared among organizational members, which can result in consensus among individuals;
3. It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes;
4. Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them;
5. The climate construct is multidimensional;
6. It refers to the 'feeling of an organization';
7. Climate can potentially influence an individual's behavior. Stringer defined organizational climate as the collection and patterns of the environmental determinates of aroused motivation.

According to Gerber, organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization's culture and influences individuals' behavior positively or negatively.

Organizational climate has important outcomes at individual, group, and organizational levels; and can greatly influence job satisfaction, individual job performance, and organizational performance. Organizational climate, also helps in determining organizational success, and is important for achieving organizational effectiveness. Organizational climate is shared perceptions among organizational members about organizational common practices, procedures, and value systems. Organizational climate can shape the context of organizations to influence employees' perception of knowledge management and innovations, and to motivate employees to engage in the process of transforming knowledge into new products.

Organizational climate significantly influences organizational and psychological processes of communication, problem solving, learning, motivation, efficiency, and productivity of an organization, as well as, innovation and job satisfaction.

Salamat, Samsu & Kamalu conducted a study with the aim "to examine the impact of organizational climate on teachers' job performance".

The findings revealed that organizational climate could affect teachers' job performance. Jyoti, and rahimić identified is positive correlation between organizational climate and job satisfaction and also job commitment. It plays a vital role in their prediction. Castro and Martins conducted a research with the title: "the relationship between organizational climate and employee satisfaction" in a South African information and technology organization.

The results indicated a strong positive correlation between organizational climate and the dependent variable of job satisfaction. In addition, the results of stepwise regression analysis showed nine dimensions of organizational climate impact on the predicted job satisfaction. Arabaciin an investigation stated that perceptions of the faculty employees towards organizational climate are on an average level, and the academic personnel and female employees have a more positive climate perception than administrative personnel and male employees, respectively (Ghanbari & Eskandari, 2013).

Dimensions of organizational goals, roles, rewards, procedures, and communication have been considered to assess the organizational climate. According to Halpin and croft's model, organizational climate is a result of relationships and interactions in the leadership and interactions of the staff; it covers eight variables which four of them are different aspects of the employee's behavior including team spirit, harassment, love and intimacy; and the other four parts are the features related to the managers behavior such as consideration, respect, distance, authority, dynamism and emphasis on production. Team spirit is a result of the sense of fulfilling duties and satisfying social needs. Harassment refers to a situation where employees feel that the organization's polity creates problems for them. Intimacy is when the employees enjoy warm and friendly relations with each other. This aspect means the satisfaction of social needs that are not necessarily related to the task. Apathy refers to a situation in which staff act as ordered, accordingly, fulfilling duties is in order to finish the given tasks only rather than commitment and interest. Distance refers to the non-personal behavior of the manager. Director acts in accordance with regulations. He is normative and stresses the structural aspect and keeps away from his subordinate staff. Respect attributes to the manager's friendly and warm behavior. Director tries to help others and whenever possible, does something for the staff. Authority and dynamism refers to dynamic and hardworking behavior of the manager for leading the group and motivating the individuals through leveraging. Managers try to move organization by placing themselves as a sample for others. Emphasis on production is when the manager issues orders and directly supervises the subordinate staff.

2. METHODOLOGY

There are various views on the formation of organizational climate. Moren and Welkowin refer to four approaches in their assessment of the organizational climate as follows:

Structural approach

Organizational climate is considered the objective appearance of the organizational structure. Because of the common structural features of the members, they find common understandings which forms organizational climate.

Criticisms leveled at this approach are:

There are conflicting organizational spaces which cannot be justified in an organization. Characteristics of organizational structure are often inconsistent and do not fit with the organizational climate. It does not pay full attention to the subjective reactions of people to structural characteristics. Group processes are not considered in the formation of the organizational climate. In other words, organizational climate is the objective appearance of the organizational structure which people face and understand it.

Conceptual approach

According to this approach the establishment of organizational climate lies in within the individuals. People respond to situational variables in a way that is psychologically meaningful for them. Organizational climate is the psychological description of the organization's status. Criticisms leveled at this approach are:

The source and origin of the organizational climate lies within the observer and this denies an agreed or explained theory for the formation of organizational climate as an organizational feature. Organizational climate is seemed to be affected by things that people bring with them more than to be a result of individuals interactions with each other.

Interactive approach

According to this approach, people come to common agreements that are the foundation of organizational climate when responding to situations they face. The disadvantage of this approach is that it does not consider the impact of organizational culture on cooperation and communication of the group members.

Cultural approach

According to this approach, organizational climate is the result of the interaction of a group of people who have common conceptual framework. The disadvantage of this approach is the need to explain the relationship between organizational culture and climate.

The relationship between organizational climate and job satisfaction:

A high level of job satisfaction reflects the favorable climate that is conducive to attracting and maintaining of the employees. Demechele's research results show that a good working environment leads to the increased job satisfaction of the middle managers (Morris & Bloom, 2002). They examined the relationship between situational factors with satisfaction and organizational commitment which shows that culture and organizational climate significantly affect the job satisfaction. In 2011, Adeniji, et al (2011) conducted a research on the relationship of organizational climate and job satisfaction. The results showed that there is a significant relationship between the organizational climate and job satisfaction.

Various researches confirm the direct relationship between organizational climate and job satisfaction. The present study also attempted to examine this relationship in the government departments in Divandarreh. With 237 employees, the government departments of Divandarreh make up the research population. Based on Cochran formula, a sample of 147

employees was obtained. 138 complete questionnaires were collected and analyzed. Job satisfaction questionnaire and organizational climate questionnaire were used for collecting data. The findings were analyzed using Pearson correlation test.

3. RESULT

Descriptive statistics

90% of the respondents aged between 20 to 40 and 10% were 40 and above. Although this implies that the employees are young, it might also imply that the respondents are young, too, since the young ones were further cooperative in responding to the questionnaires.

91% of the respondents are male. It is thought that due to low rate of employment in the city, enough space is not provided for the participation of women in employment. Also, since the city is still somewhat traditional, it can contribute to this.

87% are married.

82% have 10 or less years of experience.

43% with graduate degree the most, and 5% with Diploma and lower degrees were the lowest number.

56% a degree in humanities, 39% in science and the rest had degrees in technical sciences.

Inferential statistics

The results will be analyzed in one main hypothesis and thirteen secondary hypotheses.

Main hypothesis: there is a relationship between organizational climate and job satisfaction.

Secondary hypotheses:

1. There is a relationship between organizational climate and satisfaction with the kind of the job.
2. There is a relationship between organizational climate and satisfaction with related supervisor.
3. There is a relationship between organizational climate and satisfaction with the coworker.
4. There is a relationship between organizational climate and satisfaction with occupational promotion.
5. There is a relationship between organizational climate and satisfaction with pay and benefits.

Table1. Relationship between organizational climate and dimensions of the job satisfaction.

		Satisfaction with the kind of the job	Satisfaction with the supervisor	Satisfaction with coworker	Satisfaction with the occupational promotion	Satisfaction with pay and benefits
Organizational climate	Pearson Correlation	.288	.238	.255	.365**	.338*
	Sig. (2-tailed)	.002	.004	.003	.000	.001
	N	138	138	138	138	138

1. There is a relationship between team spirit and job satisfaction.
2. There is a relationship between disturbance and job satisfaction.
3. There is a relationship between intimacy and job satisfaction.
4. There is a relationship between interest and job satisfaction.
5. There is a relationship between consideration and job satisfaction.
6. There is a relationship between distance and job satisfaction.
7. There is a relationship between authority and dynamism with job satisfaction.
8. There is a relationship between emphasis on production and job satisfaction.

Table 2. The relationship between job satisfaction and the dimensions of organizational climate.

		Team spirit	disturbance	intimacy	interest	consideration	distance	Authority and dynamism	Emphasis on production
job satisfaction	Pearson Correlation	.270	.250	.305	.301	.241	.317	.305	.351
	Sig. (2-tailed)	.000	.001	.000	.000	.002	.000	.000	.000
	N	138	138	138	138	138	138	138	138

Table 3. General hypothesis: There is a relationship between organizational climate and job satisfaction.

		C
S	Pearson Correlation	.280
	Sig. (2-tailed)	.001
	N	138

Since the significance level is (0.05) less than the test error, it can be said that all secondary hypotheses and the main hypothesis are confirmed. Therefore, the result of all hypotheses shows that there is relationship between organizational climate with job satisfaction elements and between job satisfactions with organizational climate elements. The general hypothesis test also confirms the relationship.

4. CONCLUSIONS

Job satisfaction is a key concept in management and organization that has an important role in motivation of employees and consequently increased efficiency. Job satisfaction comes from many factors and according to the present study; a number of suggestions will be offered to increase employees' satisfaction level:

The nature of work should be meaningful and diverse. To increase employees' satisfaction, extending the job or job rotation can be used. When the supervisor is staff-bound and provides participation for the employees ensures them that the complaints will be handled, listens to them and gives them support, the level of satisfaction of the supervisor increases subsequently.

People join groups to meet the need of unity and interaction, need for power, office and respect. It is best to manage the basis for the formation of groups and individuals to join these groups that will lead to employees' satisfaction. Job promotion should be given to education, work experience and competence done at fair. To promote the employees, clear and real criteria can be used. Personal tastes should be refrained and work information must be used only. Payments to employees, including overtime, mission payments and yearly bonus should be fair and appropriate to the job. Cash and non-cash benefits can increase employees' satisfaction. High level of job satisfaction reflects favorable organizational climate that leads to attracting and maintaining the employees. Managers can adopt appropriate strategies such as good job designing and social protection of employees, increase employees' job satisfaction which in turn increases the employees' morale, increased productivity, efficiency of employees and their loyalty to the organization. In this regard, it is necessary to organize training courses for managers to become familiar with correct styles of management and supervision and use them in relation to their employees.

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