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The Impact of Psychological Climate on Employee Satisfaction: A Case Study of
I. Messina (K) Limited

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The Impact of Psychological Climate on Employee Satisfaction: A Case Study of I. Messina (K) Limited

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Abstract

Purpose: The main purpose of this study was to determine the nature and degree of influence that psychological climate has upon the levels of employee satisfaction in I. Messina (K) Limited

Methodology: Descriptive research design was used to examine the impact of psychological climate on employee satisfaction. Questionnaires were used in this study. The research analysis was based on the proposition that satisfaction with the different components of organizational climate would contribute to overall job satisfaction. The study used descriptive statistics to analyze the data. Data was then interpreted and results used to answer or solve the problems articulated in the study. The descriptive results were presented first followed by the inferential statistics.

Results: Results indicated that there was a positive relationship between leadership characteristics and overall satisfaction. The findings also showed that there was a positive relationship between role clarity and overall satisfaction. There was a positive relationship between job characteristics and overall satisfaction as per the findings and there was a negative relationship between role stress and overall satisfaction. Results indicated that there was a positive relationship between psychological climate and overall satisfaction.

Unique contribution to theory, practice and policy: It was recommended that the company should address job characteristics by ensuring that employees are given feedback regarding work performance. On role clarity, the company should clearly convey its mission to employees and ensure they clearly articulate workplace policies procedures and objectives. Regarding leadership characteristics, the company should ensure good communication within company and that HOD actively listens to suggestions made by employees.

Keywords: *psychological climate, employee satisfaction, stress, job characteristics, role clarity*

1.0 INTRODUCTION

To survive and out do their competitors, organizations constantly seek to improve their performance. The organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value to their bottom line want to stay in the organization and want to continue pouring their effort into their work to the benefit of

the organization (Brown & Leigh, 1996). The ability of any organization to take off and achieve its goals is a function of its adeptness in attracting, retaining and maintaining competent and satisfied staff. Psychological climate refers to the experience of employees in the organization, and centers around perceptions and various definitions have been fronted to describe it. The climate in an organization is affected by events and characteristics relevant to the organization, which in turn exert a strong influence on the behaviour of the organization's members.

The roots of the psychological climate construct can be traced to the use of the term 'life space' as a means of explaining individuals' motivational and affective reactions to change (Lewin, 1936). It has also been described as the "feeling in the air" and the "atmosphere that employees perceive is created in their organizations due to practices, procedures and rewards" (Brown & Brooks, 2002). Psychological climate serves as a measure of the individual's perceptions or feelings about the organization within which they work, and includes management or leadership styles; participation in decision making; provision of challenging jobs to employees; reduction of boredom and frustration; provision of benefits; personnel policies; provision of good working conditions and creation of suitable career ladder; the workload feedback about performance, and salary package (Nicholson & Miljus, 1992).

Psychological climate refers to the perceptual and experiential components of a reciprocal interaction between the organizational environment and the employee (Michela, Lukaszewski, & Allegrante, 1995). It is a descriptive concept that reflects the common view and agreement of all members regarding the various elements of the organization such as structure, systems and practices (McMurray, 2003). Psychological climate perceptions enable an individual to interpret events, predict possible outcomes, and gauge the appropriateness of their subsequent actions (Jones & James, 1979). Organizational climate and the way in which individuals respond to it interact continually, and over time, the organizational climate is said to have the capacity to convey the general psychological atmosphere of an organization. Consequently this may affect the satisfaction, motivation and behaviour patterns of individuals in the workplace (Lawler, 1992).

It is therefore clear that the individual perceptions of employees in the organization have an impact on the climate. Even though individuals differ in the way they perceive, analyze and interpret information, the climate present in the organization is a collective view or perception (Dormeyer, 2003). The concept of employee satisfaction has been widely defined by different people. It is basically a measure of how happy workers are with their job and working environment. "Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world and what he gets" (Morse, 1997). Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place (Heathfield, 2011).

It is the personal evaluation of the job conditions, such as the job itself, the attitude of the administration; or the consequences such as wages, occupational security, acquired from the job (Fletcher & Williams, 2006). According to another definition, employee satisfaction is the phenomenon ascertaining the contentment of the employee and appearing when the qualifications of the job and the demands of the employees match (Reichers, 2006). It has been specified that employee satisfaction is a pleasurable or positive emotional state resulting from the

appraisal of one's job experiences (Locke, 1979), as well as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). The definition of employee satisfaction has been further refined to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job (Spector, 1997). Another school of thought views employee satisfaction as an overall feeling about one's job or career in terms of specific facets of job or careers for instance, compensation, autonomy, or coworkers that could be related to specific outcomes, for example, productivity (Rice, Gentile, & Mcfarlin, 1991).

Employee satisfaction can also be viewed as the combination of affective reactions to the differential perceptions of what an individual wants to receive compared with what the individual actually receives (Cranny, Smith & Stone, 1992). Employee satisfaction is therefore a comprehensive term that comprises the job satisfaction of employees and their satisfaction overall with companies' policies, company and environment.

Ignazio Messina & C is an Italian shipping line with liner services to the Mediterranean; West Africa; East Africa; South Africa and the Middle East. Representation within these regions is through agencies; with I. Messina (K) Ltd. representing the line in Kenya. Started in 1921, Ignazio Messina & C has changed form from its beginnings as a one-man business started by Giuseppe Messina, and expanded by his son Ignazio Messina to a limited partnership in 1929 and into a joint stock company in 1975. All its activities in the shipping sector are currently managed by the Messina and Gais families. In the East African region the agency is headed by a Regional Managing Director who sits in Mombasa Kenya. The regional employee population is sixty six, with Kenya thirty eight of these in Kenya.

1.1 Problem Statement

Numerous studies have investigated employee satisfaction, but there is an absence of explorations into the correlation between organizations' psychological climate and employee satisfaction within the shipping industry, therefore generalizations are made from studies designed for other service industries. The psychological climate is based on how employees perceive aspects of the organizational environment and interpret them in relation to their own well-being and psychological safety. The psychological climate variable will impact the extent to which the individual engages or disengages with their workplace (James & James, 1989; Kahn, 1990).

Employees are an organizations most powerful brand advocate. Not only does low employee satisfaction damage their performance, but it can damage the organizations performance too. It leads to a covert disengagement with the organizations goals resulting in low or inefficient productivity, the employees may not quit and leave, they quit and stay. Employee satisfaction should be defined by the employee's outlook, optimism, self-concept, and assured belief in themselves and their organization, its mission, goals, daily decisions, and employee appreciation. Faith in self and faith in their organization are both important factors in positive employee morale.

High levels of employee satisfaction may give management the opportunity to increase productivity, decrease turnover, and focus on customer care (Kirkman & Shapiro, 2001). Low levels of employee satisfaction present many challenges because management is then forced to address high employee turnover, decreased productivity, inefficiency, and customer complaints

that arise from employee-customer interactions (Pool, 1997). Within the company, there is low employee morale, which has been apparent in customer complaints arising from the customer-employee interactions; absenteeism due to ailments; low affective organizational commitment, employee disengagement leading to inefficient work out-put and decreased productivity. This may be as a result of managements' communication process which facilitates role ambiguity and undermines individual autonomy and empowerment.

A study created specifically for the maritime shipping line environment may provide management with useful tools during their strategic planning that will greatly improve the psychological climate and consequently increase employee's satisfaction. Therefore this investigation aimed to establish the nature of the relationship, the degree of influence, as well as the effect of the organizations' psychological climate on employee satisfaction.

1.2 Research Objectives

- i. To establish whether the psychological climate impacts on employee satisfaction
- ii. To analyze the extent to which role stress affects employee achievement of employee satisfaction
- iii. To assess the influence of job characteristics on employee satisfaction
- iv. To determine the impact of role clarity on employee satisfaction
- v. To evaluate whether the employees are satisfied with management
- vi. To identify the demographics most likely to be determinants of the levels of employee satisfaction

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Campbell et al (1970) distinguish between process theories and content theories. Process theories are concerned with describing the process of how behaviour is energized, directed, sustained and stopped. Content theories, on the other hand, focus on what it is in individuals or the environment that energizes and sustains people. Content theories assume that all individuals have the same set of needs and stipulate the characteristics that should be evident in jobs. These theories identify factors that lead to employee satisfaction or dissatisfaction (Gruneberg, 1979; Staples, & Higgins, 1998). The content theories include Maslow's needs hierarchy, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's needs theory.

According to Alderfer's theory, the individuals' needs can be classified into three groups, namely existence, relatedness and growth (Fincham & Rhodes, 2005). Existence needs. These are basic needs such as nutritional and material requirements. From a work perspective, this refers to issues such as pay and working conditions. Relatedness needs. These needs are fulfilled through interacting and building relationships with family and friends, and in the work context, with peers and colleagues. Growth needs. These refer to the individuals' personal psychological needs and are represented in a continuum, along which individuals can move in either direction. This theory, in contrast to Maslow's, states that even though lower order needs have been met, they are still important and will continue to satisfy individuals, and are not superseded by the higher-order needs (Fincham & Rhodes, 2005).

Maslow (1943) postulates that individuals are satisfied when certain needs are met. These needs are arranged hierarchically and divided into lower- and higher-order needs. He holds that before

the higher-order needs can be satisfied, the lower-order needs first have to be met. The first three needs are considered to be lower-order needs, while the fourth and fifth are higher-order needs (Gruneberg, 1979). The lowest-order needs include basic physiological needs that individuals are primarily concerned with satisfying such as food, water, air and shelter. These are followed by safety needs like freedom from physical, economic and emotional harm. Once the physiological and safety needs have been satisfied, social needs such as the need for love, affection and belongingness emerge. Organizations see to these social needs through the establishment of office canteens and social programmes.

Esteem needs according to Maslow can be divided into two types, namely mastery and achievement (self) and recognition and approval (others). Organizations are able to satisfy their employees' esteem needs through recognition and award programmes and promotion and salary increases. Self-actualization needs include the need for growth, achieving one's potential and self-fulfillment. Based on the above theory, an individual's ideal job environment will therefore be one that best meets his/her current needs as per the hierarchy (Maslow, 1943; Locke, 1975; Robbins et al., 2003).

The perceptual approach postulates that organizational climate originates in the individual, which is in direct contrast to the aforementioned approach which views organizational structure as the basis of organizational climate (Moran & Volkwein, 1992). According to this approach, the individual interprets and responds to the situation in a way that is psychologically meaningful to him/her. The individual perceives the organizational conditions and then creates a psychological representation of the climate.

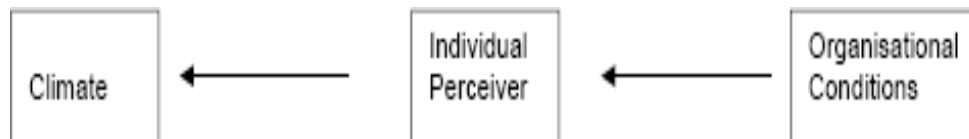


Figure 1: How the individual perceives organizational conditions

The term “organizational conditions” refers to the structural characteristics highlighted in the previous approach and includes organizational processes such as communication, influence, leadership and decision-making patterns (Moran & Volkwein, 1992). Hence, climate is reflective of personal and organizational interaction.

2.2 Empirical Review

Psychological climate is important because employee's perceptions of the company often serve as the basis for the development of their attitudes toward it (Schneider & Reichers, 1983). The employee's attitudes will then affect their behaviour. The climate that develops affects the entire organization. While some departments may have a negative climate, others may have a positive climate, but combined they all affect the psychological climate of the organization.

Hackman and Oldham's job characteristics model can be used to explain how certain characteristics of jobs can intrinsically motivate employees and increase their level of satisfaction and job performance (Lee-Ross, 1998; Friday & Friday, 2003). According to this theory, positive personal and work outcomes are achieved when the employee experiences three psychological states: the experienced meaningfulness of the work; the experienced responsibility for outcomes of the work; and the knowledge of actual results of the work, that are created by the

presence of five job dimensions (Hackman & Oldham, 1975). The model also purports that when individuals know they have performed well on a task that has meaning for them, they will feel intrinsically rewarded (Friday & Friday, 2003).

Role clarity refers to the ability of a manager to explain to each employee what is expected regarding performance levels and standards. It is useful to look at two components of role clarity separately: the supervisor and the organization. Role clarity or ambiguity can be defined in at least two ways: objectively and subjectively. Objectively it is the presence or absence of adequate role-relevant information, due either to restriction of this information, or to variations of the quality of the information. Subjectively it is the feeling of having as much or not as much role-relevant information as the person would like to have. Both types of measures of role clarity have been found to relate to satisfaction.

In a comprehensive study it was found that ambiguous role expectations were associated with greater tension and less employee satisfaction than were clear role expectations. Also, ambiguous role evaluation was associated with greater tension, but not with employee satisfaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Employees who perceive role ambiguity in their jobs tend to be dissatisfied with their work, are anxious, tense, report high numbers of somatic complaints, tend to be absent from work and may leave their jobs.

When a role consists of too many responsibilities for an employee to handle in a reasonable amount of time the overload may cause negative psychological, physical and behavioural outcomes (Jackson and Schuler 1985). For example, when an individual leaves an organization, the roles of other employees may need to be temporarily expanded to make up for the missing worker's absence. In other instances, organizations may not anticipate the demands of the roles they create, or the nature of an employee's role may change over time. It is also possible that an employee may voluntarily take on too many role responsibilities which may result in occupational stress which is further influenced by variables like age, marital status, education and years of experience. The most common correlates of role stress tend to be physical and emotional exhaustion.

A fundamental premise of occupational stress models is that elements of the objective work environment are evaluated by employees through an appraisal process, which then results in a physiological, psychological, or behavioral response (Jex, 1998). As Cox (1978) asserts, job strain does not necessarily result from the source of the pressure but rather from the employee's perception of the pressure.

Employee satisfaction is based primarily on the psychological climate of an organization (Ang & Koh, 1997). Employees' perceptions of their satisfaction are based on their state of mind while reflecting their attitudes and levels of satisfaction with the organization. A positive relationship exists between employees' perceptions of being valued and cared about and (a) conscientiousness in performing conventional job responsibilities; (b) expressed involvement in the organization; and (c) innovation on behalf of the organization, even without direct reward or personal recognition.

Beyond the research literature and studies, employee satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes employee satisfaction an issue of substantial importance for both employers and employees. As many

studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of employee satisfaction. However, employees should also be happy in their work, given the amount of time they devote to it throughout their working lives.

3.0 RESEARCH METHODOLOGY

A descriptive research design was adopted. A census of all the 38 employees of I. Messina (K) Ltd. was used. Questionnaires were used in this study. The organizational climate questionnaire consisted of 60 items used to measure 6 dimensions of organizational climate. The questionnaire utilized a Likert-type scale, designed to elicit information about a specific attitude or perception. The study used descriptive statistics to analyze the data. These together with graphics analysis provided simple summaries about the sample and the measures, and form the basis of quantitative analysis.

4.0 RESULTS AND DISCUSSIONS

4.1 General Information

The study sought to find out the gender of the respondents. Above sixty seven percent (66.7%) were male while 33.3% were female. These findings imply that in terms of employment more men compared to women dominated the population sample. Analysis of variance (Anova) indicated that gender did not influence overall employee satisfaction. This was supported by an F statistic of 0.01 and p value of 0.92. The overall employee satisfaction for males was 2.85 while that of females was 2.92.

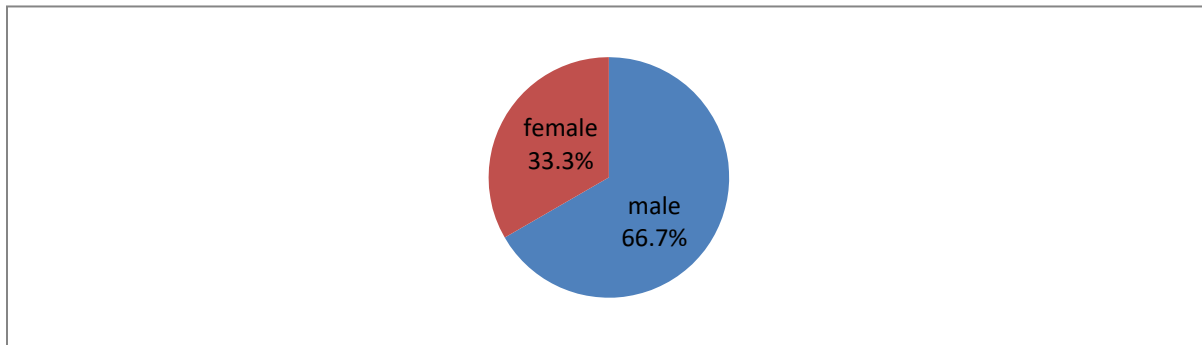


Figure 2: Gender of Respondents

The study sought to establish the age of the respondents. Above forty four percent (44.4%) were between 30 and 39 years, while 33.3% were between 40 and 49 years. Above sixteen percent (16.7%) were between 20 and 29 years and 5.6% were between 50 and 59 years. These findings imply that most of the respondents were middle aged persons in the age bracket of 30 to 50 years.

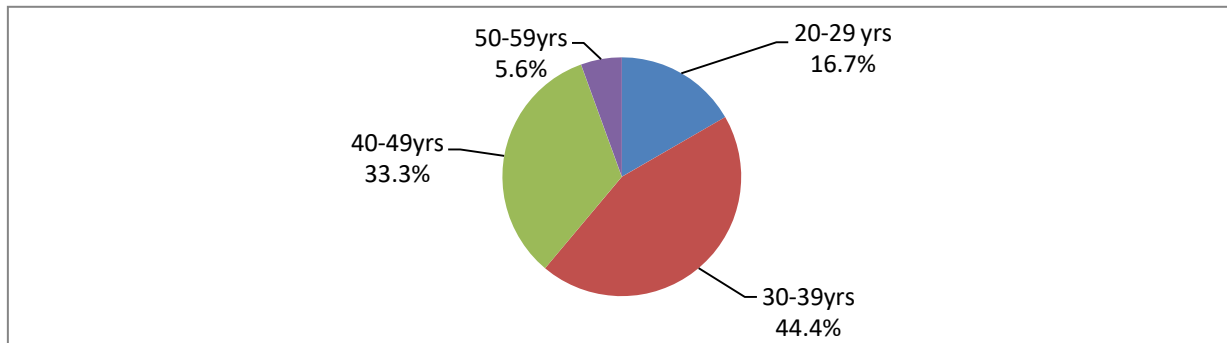


Figure 3: Age of Respondents

The study sought to find out the level of education of the respondents. Majority of the respondents (50%) had a post-secondary diploma while 16.7% had a degree. Above eleven percent (11.1%) had a post graduate diploma, secondary and post-secondary certificate in all the three levels. These findings imply that most of the respondents were individuals who had undergone higher learning.

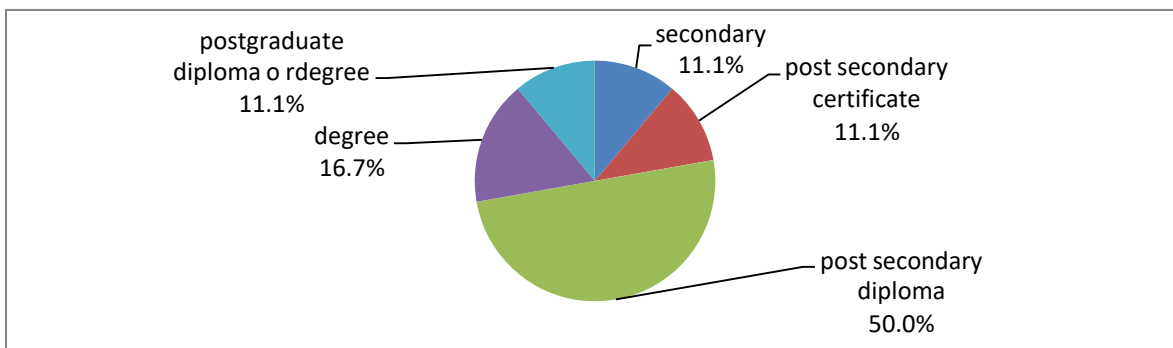


Figure 4: Level of Education of Respondents

The study sought to establish the religious affiliation of the respondents. Majority of the respondents (77.8 %) were Christians while 22.2% were Muslims. These findings imply that the survey was conducted in a Christian dominated study.

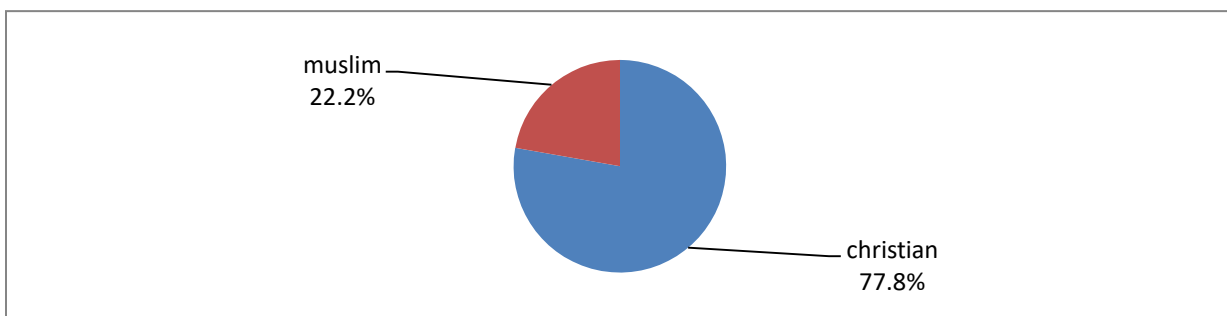


Figure 5: Religious Affiliation of Respondents

The study sought to establish the marital status of the respondents. Majority of the respondents (55.6%) were married while 27.8% were single. Above eleven percent (11.1%) were widowed and 5.6% were divorced. These findings imply that the study was conducted where most of the respondents had family units of their own.

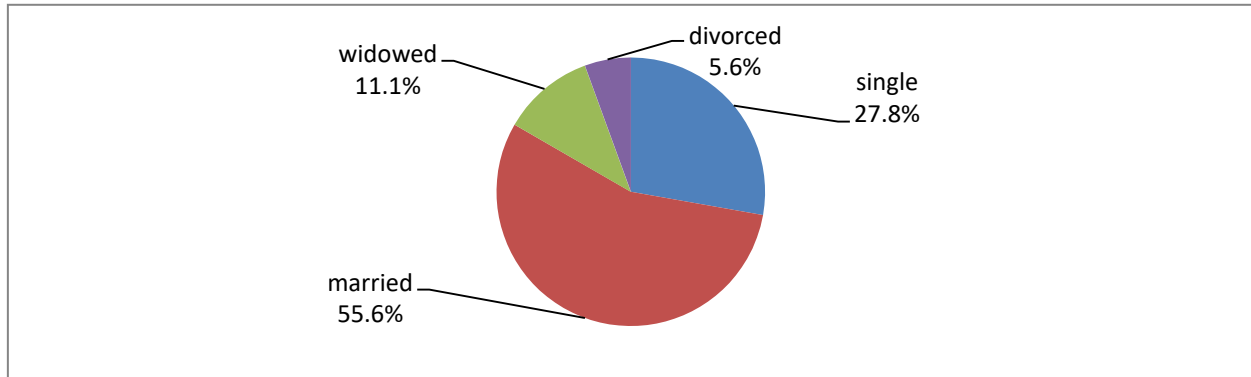


Figure 6: Marital Status of Respondents

The study sought to find out the number of children each respondent had. Above thirty three percent (33.3%) had two children while 27.8 % had none. About twenty two percent (22.2%) had three children and 5.6 % had four children. These findings imply that the study was conducted in an area where family planning has been sensitized.

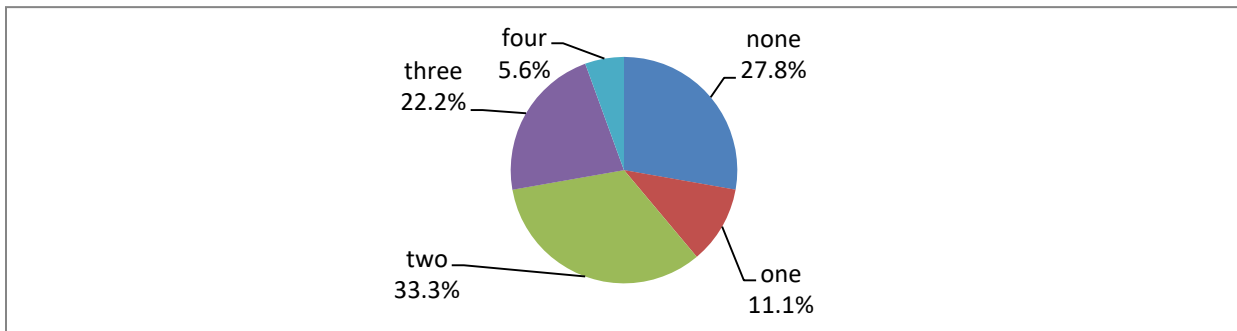


Figure 7: Number of Children of Respondents

The study sought to establish the length of employment of respondents in the company.

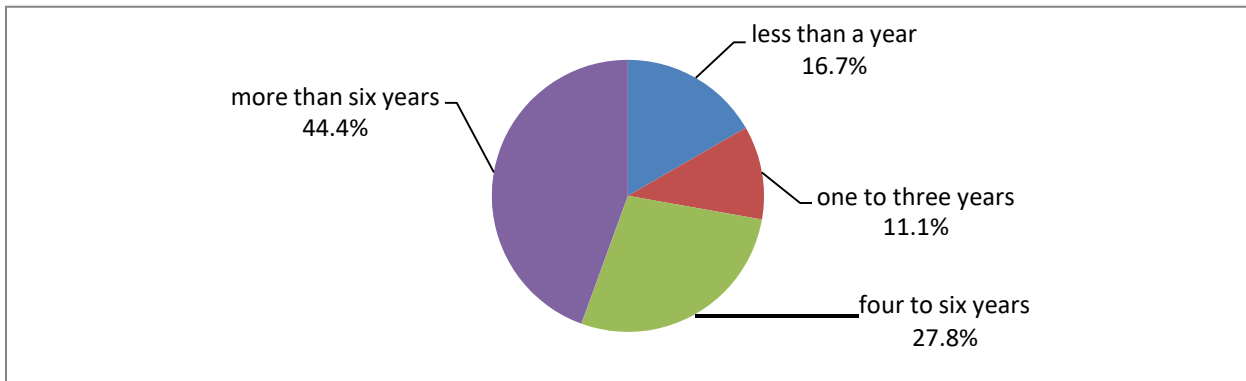


Figure 8: Length of Employment in Company

Above forty four percent (44.4%) had worked for more than six years while 27.8% had worked for four to six years. Above sixteen percent (16.7%) had worked for less than a year while 11.1% had worked for one to three years. These findings imply that most of the respondents had substantial experience in that they had worked for more than six years.

The study sought to find out the department in which the respondents work. About twenty two percent (22.2%) were in operations and another (22.2%) in the exports department. About sixteen percent (16.7%) were in accounts and another 16.7% were in imports while 11.1% were in marketing department. About five percent (5.6%) were in the IT department and another 5.6% were in the administration department. These findings imply that operations were the most dominant department in the survey sample.

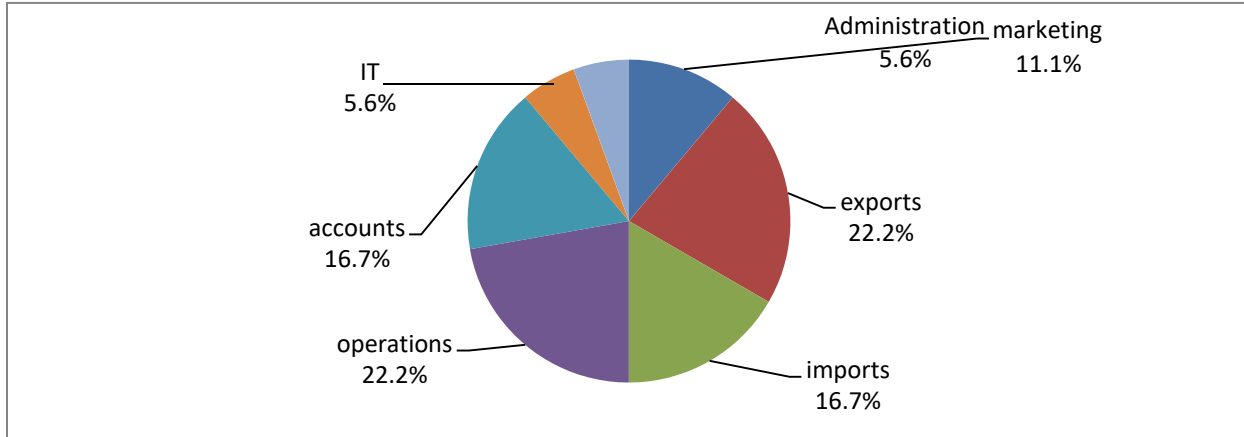


Figure 9: Department

The study sought to establish the length of time in employment of the respondents. Majority of the respondents (61.1%) had been employed for over ten years 11.1 % had been employed for seven to ten years. Another 11.1% had been employed for five to seven years. Above five percent (5.6%) had been employed four three to four years and other 5.6% had been employed for one to two years. These findings imply that the survey was dominated by respondents who had considerable employment experience.

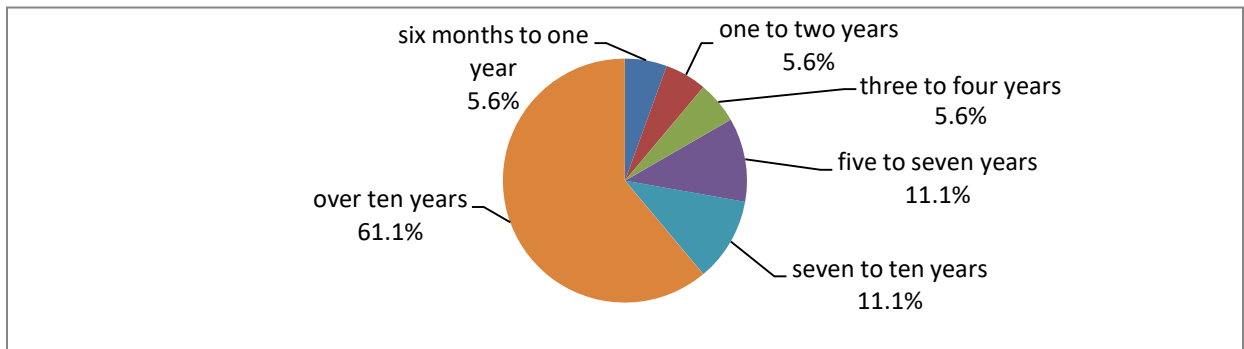


Figure 10: Length of Time in Employment

4.2 Job Characteristics

The study sought to establish the relationship between job characteristics and overall satisfaction. The findings were presented in Table 1. Above sixty one percent (61.1%) agreed on the statement that the skills and abilities are used to efficiently complete allocated tasks. Fifty five percent agreed on independence to make decisions. Above forty four percent (44.4%) disagreed on the statement of feedback regarding performance. Above thirty eight percent (38.9%) agreed on the statement unsure how to complete tasks assigned. Thirty eight point nine percent agreed

on understanding how job contributes to workplace objectives. Above fifty five percent (55.6%) agreed on the statement of informed of policy and procedure change after implementation. Fifty percent disagreed on organizational hierarchy clearly defined. Above forty four percent (44.5%) agreed on the statement job requires use of full range of skills. Sixty six point seven percent disagreed on complexity to change procedures to meet new conditions and solve problems. Above sixty six percent disagreed on customer needs and requirements top priority.

Table 1: Job Characteristics

Statement	Strongly disagree	Somewhat disagree	neutral	Somewhat agree	Strongly agree	Mean	Std. Dvn
Skills and abilities are used to efficiently complete allocated tasks	22.20%	5.60%	11.10%	33.30%	27.80%	3.39	1.539
Independence to make decisions	22.20%	16.70%	5.60%	22.20%	33.30%	3.28	1.638
Feedback regarding performance	11.10%	33.30%	16.70%	38.90%	0.00%	2.83	1.098
Unsure how to complete tasks assigned	27.80%	11.10%	22.20%	27.80%	11.10%	2.83	1.425
Understanding how job contributes to workplace objectives	5.60%	27.80%	27.80%	16.70%	22.20%	3.22	1.263
Informed of policy and procedure change after implementation	5.60%	16.70%	22.20%	27.80%	27.80%	3.56	1.247
Organizational hierarchy clearly defined	16.70%	33.30%	27.80%	16.70%	5.60%	2.61	1.145
Job requires use of full range of skills	22.20%	16.70%	16.70%	27.80%	16.70%	3	1.455
Complexity/ flexibility to change procedures to meet new conditions and solve problems	16.70%	50.00%	16.70%	16.70%	0.00%	2.33	0.97
Customer needs and requirements top priority	33.30%	33.30%	16.70%	11.10%	5.60%	2.22	1.215
Average						2.93	1.303

The overall mean of responses was 2.93 with a standard deviation of 1.303. These findings imply that job characteristics had moderate effect on employee satisfaction.

4.3 Leadership Characteristics

Table 2: Leadership Characteristics

Statement	Strongly disagree	Somewhat disagree	neutral	Somewhat agree	Strongly agree	Mean	Std. Dvn
Good communication within company	33.30%	27.80%	22.20%	16.70%	0.00%	2.22	1.114
Supervisor friendly and easy to approach	5.60%	22.20%	16.70%	38.90%	16.70%	3.39	1.195
HOD actively listens to suggestions	22.20%	27.80%	16.70%	22.20%	11.10%	2.72	1.364
Company environment enables best performance	22.20%	11.10%	33.30%	33.30%	0.00%	2.78	1.166
Managers promote atmosphere of teamwork	33.30%	27.80%	11.10%	16.70%	11.10%	2.44	1.423
Team leaders evaluate work performance regularly	11.10%	44.40%	33.30%	11.10%	0.00%	2.44	0.856
Team leaders provide actionable suggestions for improvement	16.70%	44.40%	11.10%	27.80%	0.00%	2.5	1.098
Manageable to address questions and concerns	22.20%	38.90%	0.00%	27.80%	11.10%	2.67	1.414
Good work is appreciated and recognized	44.40%	16.70%	22.20%	11.10%	5.60%	2.17	1.295
Managers show trusting your ability to perform job	11.10%	22.20%	5.60%	50.00%	11.10%	3.28	1.274
Supervisor effectively represents views in management meetings	16.70%	33.30%	38.90%	5.60%	5.60%	2.5	1.043
Info communicated in dignified and respectful manner	33.30%	22.20%	22.20%	22.20%	0.00%	2.33	1.188
Involvement in decisions that affect self and work	38.90%	16.70%	16.70%	27.80%	0.00%	2.33	1.283
Manager is effective leader	38.90%	11.10%	22.20%	5.60%	22.20%	2.61	1.614
Average						2.60	1.242

The study sought to establish the relationship between leadership characteristics and overall satisfaction. The findings were presented in Table 2. Above sixty one percent (61.1%) disagreed on good communication within company. About fifty five percent (55.6%) agreed that supervisors were friendly and easy to approach. Fifty percent disagreed that HOD actively listens to suggestions. Above thirty three percent (33.3%) agreed to the statement that company environment enables best performance. Sixty one percent of the respondents disagreed that managers promote atmosphere of teamwork. Above fifty five percent (55.5%) disagreed on the statement that team leaders evaluate work performance regularly. Above sixty one percent (61.1%) disagreed that team leaders provide actionable suggestions for improvement. Above sixty one percent (61.1%) disagreed on the statement that manageable to address questions and concerns. Sixty one point one percent disagreed on the statement that good work is appreciated and recognized. About sixty one percent (61.1%) agreed on the statement that managers showed trusting one's ability to perform job. Majority of the respondents (50%) disagreed on the statement that supervisors effectively represent views in management meetings. Above fifty five percent (55.5%) disagreed on the statement that information was communicated in dignified and respectful manner. Above fifty five percent (55.6%) disagreed on the statement of involvement in decisions that affect self and work. Fifty percent of the respondents disagreed on the statement that manager is effective leader. The overall mean of the responses was 2.60 with a standard deviation of 1.242. These results imply that leadership characteristics had minimal effect on employee satisfaction.

4.4 Role Clarity

The study sought to establish the relationship between leadership characteristics and overall satisfaction. The findings were presented in Table 3.

Table 3: Role Clarity

Statement	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Mean	Std. Dvn
Company clearly conveys mission to employees	44.40%	44.40%	11.10%	0.00%	0.00%	1.67	0.686
Availability of tools and resources to do job	0.00%	11.10%	27.80%	38.90%	22.20%	3.72	0.958
Sufficient role-relevant information	5.60%	0.00%	38.90%	50.00%	5.60%	3.50	0.857
Clearly articulated workplace procedures and objectives	16.70%	50.00%	16.70%	16.70%	0.00%	2.33	0.97
Clear management expectation regarding job performance	11.10%	22.20%	22.20%	44.40%	0.00%	3.00	1.085
Average						2.84	0.911

Above eighty eight percent (88.8%) of the respondents disagreed on the statement that the company clearly conveys mission to employees. Above sixty one percent (61.1%) agree that there was availability of tools and resources to do job. Fifty five percent agreed that there was sufficient role- relevant information. Sixty six point seven percent agreed that the workplace policies procedures and objectives were clearly articulated. Above forty four percent agreed that there was clear management expectation regarding job performance. The overall mean was 2.84 with a standard deviation of 0.911. The findings imply that role clarity had minimal effect on employee overall satisfaction.

4.5 Role Stress

The study sought to establish the relationship between role stress and overall satisfaction. The findings were presented in Table 4.

Table 4: Role Stress

Statement	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Mean	Std. Dvn
Reasonable workload	33.30%	5.60%	22.20%	27.80%	11.10%	2.78	1.478
Frequent personnel change effect on departmental productivity	0.00%	0.00%	38.90%	16.70%	44.40%	4.06	0.938
Work overload due to insufficient manpower deployment	0.00%	11.10%	33.30%	22.20%	33.30%	3.78	1.06
Restricted communication effect on department work output	0.00%	33.30%	22.20%	16.70%	27.80%	3.39	1.243
Ability to influence decisions that affect me	38.90%	27.80%	11.10%	22.20%	0.00%	2.17	1.2
Work quality suffers to meet work quantity demands	11.10%	27.80%	22.20%	16.70%	22.20%	3.11	1.367
Adequate time and resources to complete assigned tasks	33.30%	11.10%	11.10%	27.80%	16.70%	2.83	1.581
Amount of work required causes feeling of overload	11.10%	27.80%	22.20%	5.60%	33.30%	3.22	1.478
Average						3.17	1.293

Above thirty eight percent (38.9%) agreed on the statement that they are given reasonable workload. Sixty one percent agreed to the statement on frequent personnel change effect on departmental productivity. Fifty five percent agreed on the statement of work overload due to insufficient manpower deployment. Above fifty five percent (55.5%) disagreed on the statement of restricted communication effect on department work output. Above sixty seven percent (67.8%) disagreed on the statement that they had the ability to influence decisions that affect them. Thirty eight point nine percent agreed on the statement that work quality suffers to meet work quantity demands. Above forty four percent (44.5%) of the respondents agreed that they had adequate time and resources to complete assigned tasks. Thirty eight percent (38.9%) agreed on the statement that the amount of work required causes feeling of overload. The overall mean of the responses was 3.17 with a standard deviation of 1.293. These findings imply that role stress had a big effect on overall employee satisfaction.

4.6 Psychological Climate

The study sought to establish the relationship between psychological climate and overall satisfaction. The findings were presented in Table 5. The overall mean was 2.85 with a standard deviation of 1.076. These findings imply that psychological climate is a key determinant of overall employee satisfaction.

Table 5: Psychological Climate

Statement	Mean	Std. Deviation
Career progression so far	2.78	1.114
Future career progression possibilities	2.44	1.199
Process used to determine promotions	2.33	0.970
Basic pay	2.61	1.290
Bonus	2.94	1.259
Process used to determine annual raises	2.50	1.150
Annual raise	2.33	1.188
Vacation time entitled to	3.00	1.029
Medical insurance	3.67	1.029
Retirement plan	3.94	0.539
Average	2.85	1.076

4.8 Overall Employee Satisfaction

The study sought to establish the extent of overall employee satisfaction. The findings were presented in Table 6. Overall satisfaction working in department had a mean of 3.06 with a standard deviation of 1.174 .Overall satisfaction working for company had a mean of 3.11 with a standard deviation of 1.183. Feeling part of company had a mean score of 2.67 with a standard

deviation of 1.188. Recommending the company as a good place to work had a mean of 2.67 with a standard deviation of 1.24. The overall mean was 2.88 with a standard deviation of 1.271. These findings imply that majority of the respondents moderately satisfied in the company.

Table 6: Overall Employee Satisfaction

	Mean	Std. Deviation
Overall satisfaction working in department	3.06	1.474
Overall satisfaction working for company	3.11	1.183
Feeling part of company	2.67	1.188
Recommend this company as good place to work	2.67	1.237
Average	2.88	1.271

4.7 Pearson's Correlation Analysis

Table 7: Pearson's Correlation Analysis

		Overall satisfaction	Job characteristics	Leadership characteristics	Role clarity	Role stress	Remuneration
Overall satisfaction	Pearson Correlation	1					
	Sig. (2-tailed)						
Job characteristics	Pearson Correlation	.876**	1				
	Sig. (2-tailed)	0.000					
Leadership characteristics	Pearson Correlation	.610**	.786**	1			
	Sig. (2-tailed)	0.007	0.000				
Role clarity	Pearson Correlation	.754**	.737**	.566*	1		
	Sig. (2-tailed)	0.000	0.000	0.014			
Role stress	Pearson Correlation	-0.197	-0.007	0.208	-0.378	1	
	Sig. (2-tailed)	0.433	0.979	0.407	0.122		
Psychological climate	Pearson Correlation	1	.829**				
	Sig. (2-tailed)	0.000					

Bivariate correlation indicates the relationship between two variables. It ranges from 1 to -1 where 1 indicates a strong positive correlation and a -1 indicates a strong negative correlation and a zero indicates lack of relationship between the two variables. The closer the correlation tends to zero the weaker it becomes. The findings were presented in Table 7.

The correlation between overall satisfaction and job characteristics was strong and positive (0.876) and statistically significant (0.000). The correlation between overall satisfaction and leadership characteristics was 0.610 which is strong and positive and was statistically significant (0.007). Correlation between role clarity had a correlation of 0.754 and was statistically significant (0.000). Role stress had a correlation of -0.197 with a significance of 0.433. The correlation between psychological climate and overall satisfaction was 0.829 with an overall significance of 0.000. These findings imply that psychological climate is a good predictor of overall satisfaction.

4.10 Regression Model Fitness

Table 8 shows the initial regression results regarding the robustness of the regression model in explaining the study phenomena. The composite correlation between the dependent and the independent variables is 0.917 which is a positive and a strong correlation. The coefficient of determination also called R square is 0.840. This means that the independent variables (leadership, role stress, role clarity, job characteristics) of the study can explain 84% of the variations in the dependent variable (Employee satisfaction) while the rest is explained by other factors or variables not captured in this current study.

Table 8: Model Fitness

Indicator	Coefficient
R	0.917
R Square	0.840
Std. Error of the Estimate	0.565

4.11 Analysis of Variance

ANOVA statistics indicate that the overall model was significant. This was supported by an F statistic of 12.601 and p value of 0.000. The reported probability was less than the conventional probability of 0.05 (5%) significance level. The ANOVA results imply that the independent variables are good joint predictors of employee satisfaction. The ANOVA results also indicate that predicting employee satisfaction through independent variables yields better results than predicting through employee satisfaction through the mean.

Table 9: Analysis of Variance

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.081	5	4.016	12.601	0.000
Residual	3.825	12	0.319		
Total	23.906	17			

4.12 Regression of coefficients

Regression results in Table 4.10 indicate that there is a positive relationship between employee satisfaction and job characteristics and remuneration as indicated by the beta coefficients of; 0.766, and 0.330 respectively. Leadership characteristics, role clarity and role stress have a negative relationship of -0.061 , -0.102 and -0.117 respectively. Results indicate that a unit change in job characteristics and psychological climate led to a positive change in employee satisfaction while the inverse is the case with leadership characteristics, role clarity and role stress.

Table 10: Regression of Coefficients

Variable	Std. Error	Beta	t	Sig.
(Constant)	1.799		-0.355	0.729
Job characteristics	0.403	0.766	3.158	0.008
Leadership characteristics	0.263	-0.061	-0.290	0.777
Role clarity	0.532	-0.102	-0.373	0.715
Role stress	0.437	-0.117	-0.775	0.453
Psychological Climate	0.407	0.330	1.396	0.188

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Findings

The first objective was to establish whether the psychological climate impacts on employee satisfaction. Results indicate that there is a positive relationship between psychological climate and overall satisfaction with a correlation of 0.829 with an overall significance of 0.000. These findings imply that psychological climate is a good predictor of overall satisfaction. The findings agree with those of Bisconti and Solomon, (2003) who found that an organizational climate that allows a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers.

The second objective was to analyze the extent to which role stress affects employee achievement of employee satisfaction. Results indicate that there is a negative relationship between role stress and overall satisfaction with a correlation of -0.197 with an overall significance of 0.433. These findings agree with those of Jackson and Schuler, (1985) who found that when a role consists of too many responsibilities for an employee to handle in a reasonable amount of time the overload may cause negative psychological, physical and behavioural outcomes.

The third objective was to assess the influence of job characteristics on employee satisfaction. Results indicate that there is a positive relationship between job characteristics and overall satisfaction with a correlation of 0.876 with an overall significance of 0.000. These findings imply that job characteristics is a good predictor of overall satisfaction. These findings agree

with those of Friday & Friday, (2003) who found that core job dimensions influence the critical psychological states which, in turn, affect job-related outcomes such as job satisfaction, growth satisfaction, internal work motivation and other job-related outcomes or affective outcomes. According to Herzberg (1968) and Lawler (1976), the content of the work performed by the individual is a vital determinant of whether employees believe that satisfactory performance.

The fifth objective was to evaluate whether the employees are satisfied with management. Results indicate that there is a positive relationship between leadership characteristics and overall satisfaction with a correlation of 0.610 with an overall significance of 0.007. These findings imply that leadership characteristics is a good predictor of overall satisfaction. The findings also agree with those of Luthans (2005) who found that the behaviour of an employee's supervisor is also a major determinant of employee satisfaction

5.2 Conclusions

Whether a job requires use of full range of skills, the employee's independence to make decisions, understanding how job contributes to workplace objectives, informed of policy and procedure change after implementation and skills and abilities being used to efficiently complete the allocated tasks were most significant in explaining job characteristics. Leadership characteristics were most importantly explained by whether managers show trust the employee's ability to perform job and whether the supervisor was friendly and easy to approach.

The availability of tools and resources to do job, sufficient role-relevant information and clear management expectation regarding job performance were the most important in explaining role clarity. Frequent personnel change effect on departmental productivity, work overload due to insufficient manpower deployment, amount of work required causes feeling of overload, work quality suffers to meet work quantity demands and restricted communication effect on department work output were most important in explaining role stress. The effect of psychological climate was most importantly explained by vacation time entitled to the employee, the retirement plan and medical insurance. The results reveal that job characteristics, leadership characteristics, role stress, role clarity and remuneration were good determinants of overall employee satisfaction.

5.3 Recommendations

The company should address job characteristics by ensuring they give the employees feedback regarding work performance. They should train employees on how to complete tasks assigned and make customer needs and requirements top priority. The company should also reduce the complexity to change procedures to meet new conditions and solve problems and ensure that organizational hierarchy clearly defined.

Regarding leadership characteristics, the company should ensure good communication within company and that HOD actively listens to suggestions made by employees. They should also ensure company environment enables best performance and that the managers promote atmosphere of teamwork. Team leaders should evaluate work performance more regularly and provide actionable suggestions for improvement. The company should ensure that good work is appreciated and recognized and ensure the supervisor effectively represents views in management meetings. Information communicated should be delivered in a dignified and

respectful manner. The management should involve employees in decisions that affect them and work.

On role clarity, the company should clearly convey its mission to employees and ensure they clearly articulate workplace policies procedures and objectives. To address role stress the management should ensure they award reasonable workload to the employees and empower them to have the ability to influence decisions that affect them. They should also allocate adequate time and resources to the employees to complete assigned tasks.

5.4 Suggestions for Further Studies

This study was not exhaustive by any means and therefore it is suggested that another study be conducted in other companies probably using the same variables so as to establish whether the findings of this study will hold true in a different context. Another study can also be performed on the same research topic using other variables which determine overall employee's satisfaction to establish if the findings agree or disagree with those that have been found.

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