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STUDY OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION AMONG EMPLOYEES OF PRIVATE COMPANIES IN JEDDAH

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ABSTRACT

This paper has examined the relationship between organizational climate and employee satisfaction in Saudi Arabia. This study was done based on quantitative approach. The sample of this work consisted of 50 employees from private companies at Jeddah, Saudi Arabia. Data collection was carried out using survey questionnaire. The organization climate was analyzed in terms of work environment, management effectiveness, gender issues, and job satisfaction. The outcome of this work has shown that for work environment, the employees are satisfied with the organization climate in terms of cleanliest, overall job security, safe surrounding environment and work culture. As for management effectiveness factor, the results have shown that employees are satisfied with the management effectiveness in the aspect of communication, respect, skills utilization, suggestion consideration, and good understanding of management. In addition, the result of this work has shown that the employees were not subjected to gender inequalities. Furthermore, majority of the employee are satisfied with their job. Thus, overall, the outcome of this work has confirmed that there is relationship between organization climate and job satisfaction among employees.

INTRODUCTION

Organizational climate is frequently characterized as the repetitive examples of conduct, dispositions and sentiments that portray life in the association [1]. Organizational climate characterizes the way of life that being pursued in an association. Organizational climate is conceptualized as shared convictions

and qualities inside the association that shapes the personal conduct standards of workers [2]. This decides how well the organization climate is affecting the representatives in the working environment. Organizations should focus on the hierarchical factors, for example, basic leadership, trust and reasonable compensation to have a good organizational climate and occupation fulfillment [3].

Job satisfaction or employee satisfaction refers to an act shown by employees on how comfortable they are with their jobs, whether or not they like what they are doing or the aspects of individuals toward the job [4]. Job satisfaction is measured in different components, which includes cognitive, behavioral, evaluative and affective component [5]. Occupation fulfillment is one of the key factors that influences an organization's achievement [6]. Thus, it is important to consider employee's job satisfaction in order to maintain a strategic distance from negative effects on companies' performance and output [7]. Occupation fulfillment is impacted by different factors, for example, the nature of work, compensation, stress, working conditions, associates, bosses and working hours [8].

Several works have been reported with regards to organization climate and job satisfaction. Fu et al. [9] analyzed the association of organization climate and occupation fulfillment among employees in an insurance agency and found that organization climate exhibited significant influence on employee's commitment and employment fulfillment. Belias et al. [10] reviewed the connection of job satisfaction and organization climate, and found that job satisfaction among employees are identified with their view of their workplace, relations with partners, organization vision and culture. Abou Hashish et al. [11] examined the connection between organization climate and employment fulfillment among medical caretakers and discovered positive relationships between attendants' occupation fulfillment and their organization climate. Ghavifekr et al. [12] analyzed the connection between school hierarchical atmosphere and educators' activity fulfillment, and found that there is a critical positive connection between school authoritative atmosphere and instructors' activity fulfillment. Huang et al. [13] analyzed if wellbeing atmosphere is related to workers' activity fulfillment and found that representatives' wellbeing atmosphere was related to workers' employment fulfillment. Tsai et al. [14] inspected the effect of association atmosphere on representatives' occupation fulfillment at the port terminal operation and found that workers' position fulfillment was unequivocally related with hierarchical atmosphere. Körner et al. [15] examined the connection between authoritative culture, team cooperation and occupation fulfillment among employees and found that occupation fulfillment is affected by hierarchical culture and team cooperation. Belias et al. [16] analyzed the connection between hierarchical culture and occupation fulfillment among bank workers and found that authoritative culture can anticipate the dimensions of representatives' job fulfillment. Bahrami et al. [17] studied the connection between job satisfaction of medical caretakers and the hierarchical atmosphere in clinic settings and found a positive and critical relationship between's job satisfaction and authoritative atmosphere.

Many studies have found relationships between organization climate and job satisfaction. However, to the author's best knowledge, minimal works [18,19] has been reported in analyzing the relationship of organization climate and job satisfaction in the Saudi Arabia context. Thus, this work was done to analyze the relationship between organizational climate and job satisfaction working in private organizations of Jeddah.

METHODOLOGY

This work was done to analyze the relationship between organizational climate and job satisfaction working in private organizations of Jeddah. In this work, quantitative approach was used. The sample of this study consisted of 50 employees that were randomly selected from private companies at Jeddah, Saudi Arabia. Data collection was done using survey method. The survey questionnaire consisted of two parts. The first part was related to the demographic questions, which consist of general background information of the respondents. The second part of the questionnaire concentrated on organization climate in general such as work environment, management effectiveness, gender issues, and job satisfaction. The data were analyzed in terms of basic statistic and were discussed in graphical form.

RESULT AND DISCUSSION

Demographic Characteristics

In this work, the numbers of respondent were 50. Thus, from this amount, 62% of the participants were male and 38% were female. Based on Figure 1, the result has shown that 25% of the respondents were in the age group of 18-25 years, 30% were in the age group of 26-30 years, 22 % were in the age group of 31-35 years, 20 % were in the age group of 36-40 years and 2 % were above the age of 50.

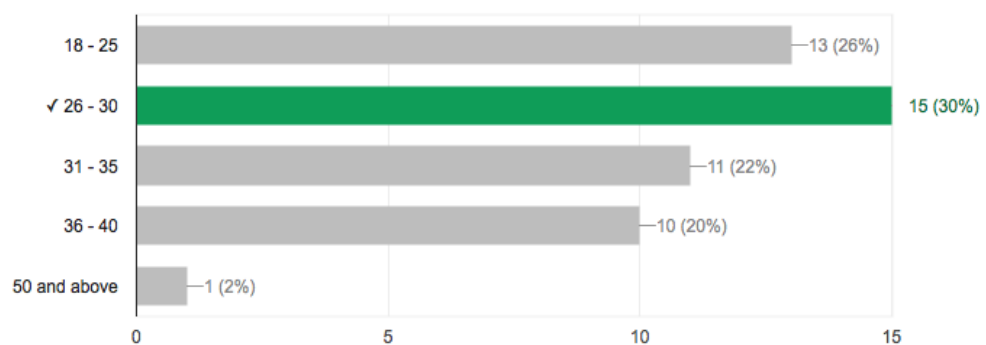


Figure 1. Age of respondents

In terms of work experience, 30% of the respondents have less than 1 year of working experiences, 24 % of the respondents have 1-3 years of working experience, 24 % of the respondents have 3-5 years of working experience and 22% have more than 5 years of working experience.

Work Environment

Based on Figure 2, the results have shown that 22 employees agreed on the fact that their organization offers work environment well organized and clean, 15 strongly agreed as well, while 5 respondents chose neutral, 6 disagreed and 2 strongly disagreed.

Based on Figure 3, the results showed that 23 employees agreed to their satisfaction about overall job security, 12 strongly agreed while 4 respondents chose neutral, while 9 disagreed and 2 strongly disagreed.

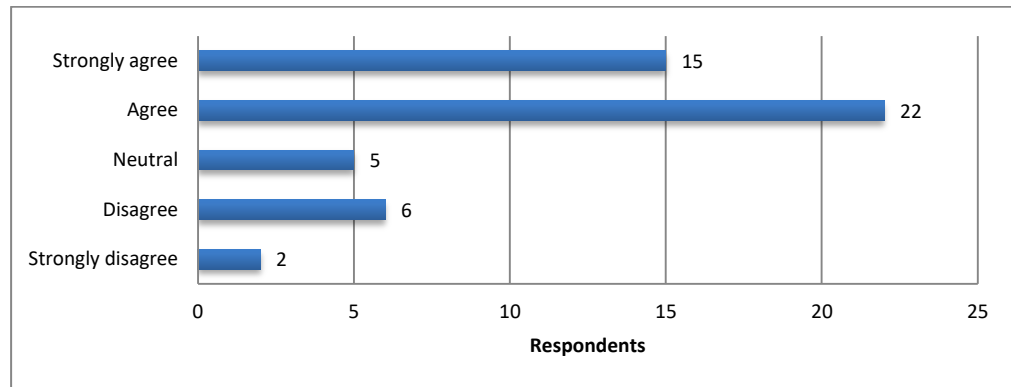


Figure 2. Work area offers a clean and well-organized working environment

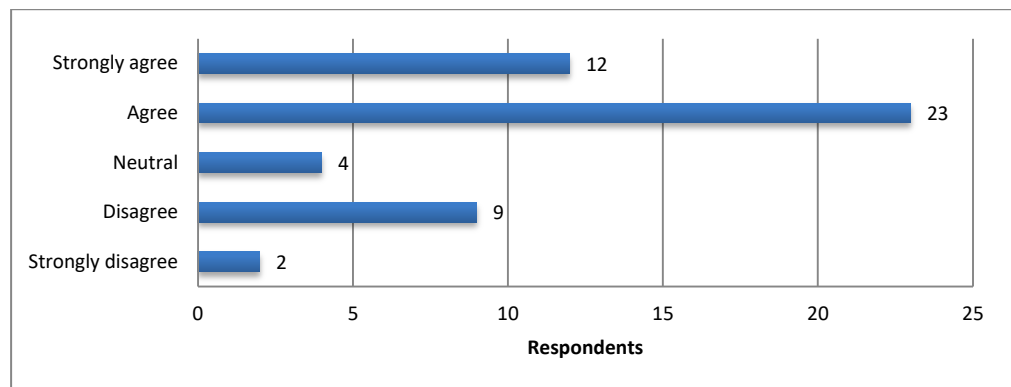


Figure 3. Overall job security

Based on Figure 4, the results showed that 15 employees agreed that their work environment is safe, whereas 11 strongly agreed, while 12 respondents chose neutral, while 9 disagreed and 3 strongly disagreed.

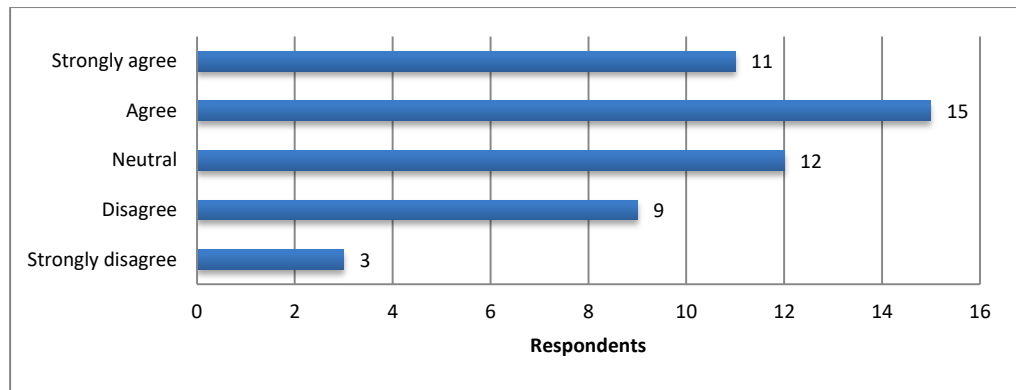


Figure 4. Work environment is safe

Based on Figure 5, result showed that 18 employees agreed to their satisfaction with the culture of their workplace, 12 strongly agreed while 10 respondents chose neutral, while 6 disagreed and 4 strongly disagreed.

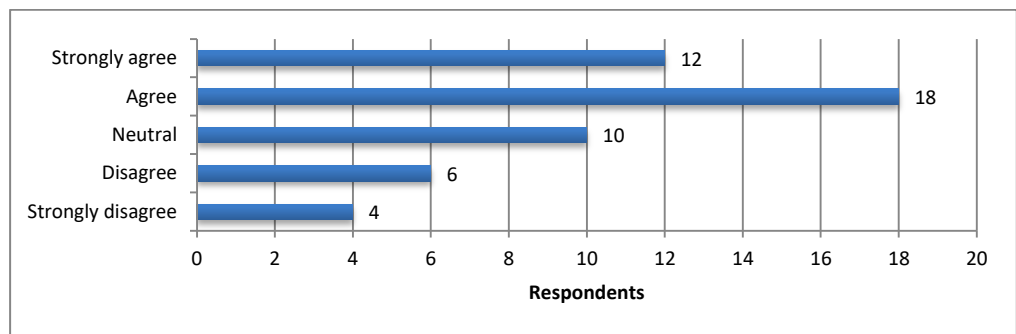


Figure 5. Satisfied with work culture

Management effectiveness

Based on Figure 6, the result has shown that 23 employees agreed on the possibility of communicating with senior management, 10 strongly agreed while 9 chose neutral, while 8 disagreed and there were no respondents who chose strongly disagreed.

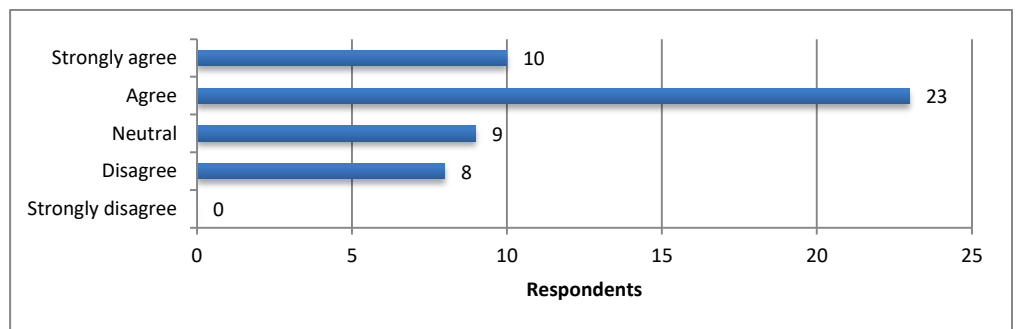


Figure 6. Communicate effectively with senior management

Based on Figure 7, results show that 25 employees agreed that they are treated with respect by the management, 17 strongly agreed while 5 chose neutral, while 2 respondents disagreed and one chose strongly disagreed.

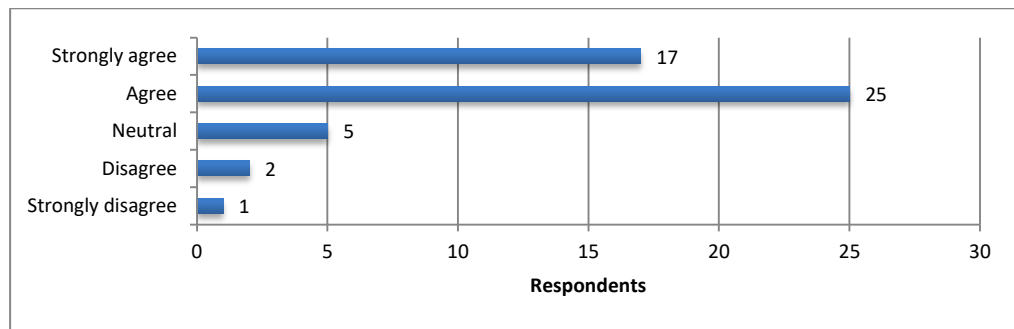


Figure 7. Treated with respect by management

Based on Figure 8, the results show that 19 employees agreed that the management is using their skills effectively, 13 strongly agreed while 13 chose neutral, while 4 disagreed and one chose strongly disagreed.

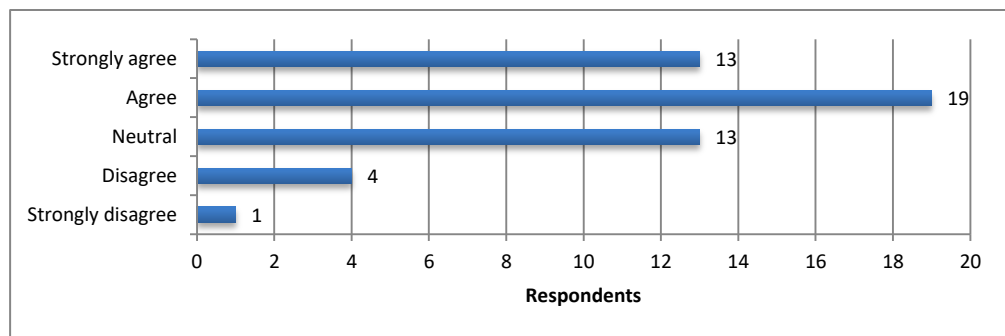


Figure 8. Management utilized employee's skill effectively

Based on Figure 9, the results showed that 18 employees agreed that the administration takes their suggestions seriously, 11 strongly agreed while 10 chose neutral, while 9 disagreed and 2 chose strongly disagreed.

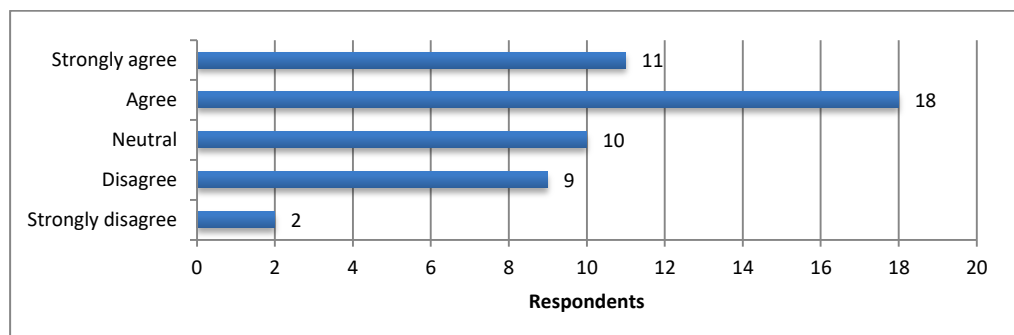


Figure 9. Management takes employees suggestion seriously

Based on Figure 10, the results show that 14 employees chose neutral regarding on the administration has a good understanding on the task done by

the employees, 12 strongly agreed while 11 chose agreed as well while 7 disagreed and 6 strongly disagreed.

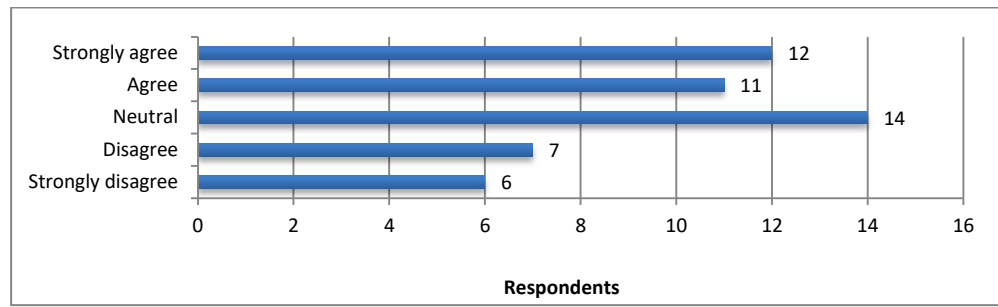


Figure 10. Management has a good understanding

Gender Issues

Based on Figure 11, the results have shown that 16 employees agreed that they are treated equally in the organization, 11 strongly agreed while 14 chose neutral, while 5 disagreed and 4 strongly disagreed.

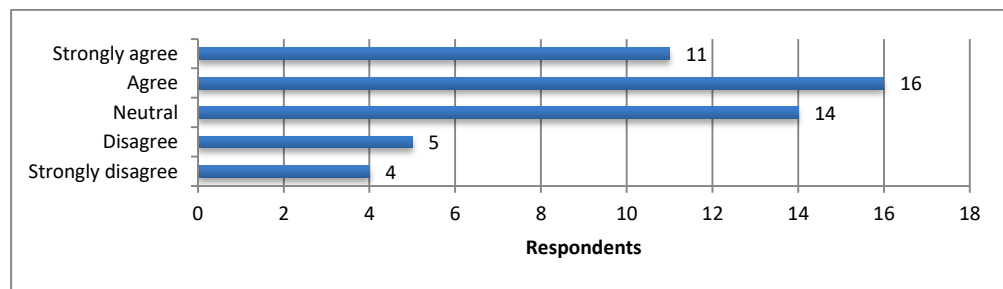


Figure 11. Employees treated equally

Based on Figure 12, the results showed that 17 employees agreed that their supervisors do not delegate job assignment based on gender, 11 strongly agreed while 8 chose neutral, while 8 disagreed and 6 strongly disagreed.

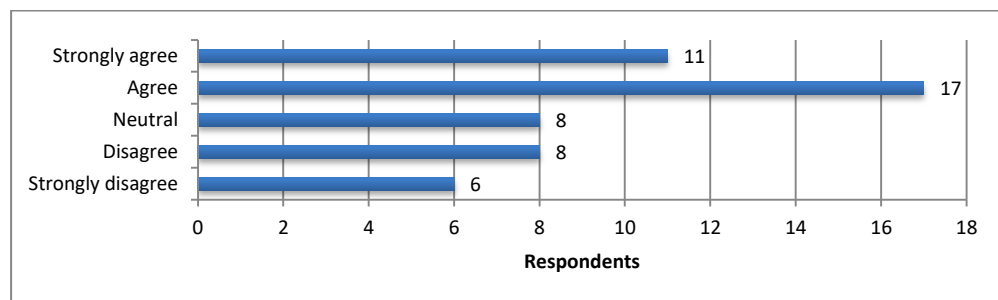


Figure 12. Supervisor does not delegate job based on gender

Job Satisfaction

Based on Figure 13, the results showed that 22 employees agreed that their jobs give them the feeling of accomplishments, 14 strongly agreed while 8 chose neutral, 5 disagreed, and 1 strongly disagreed.

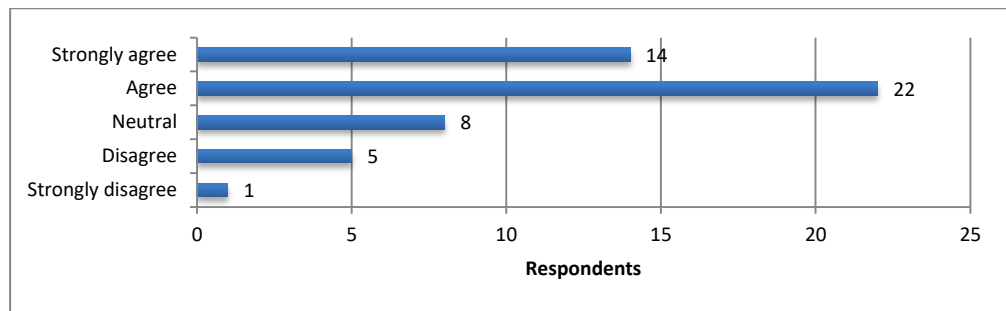


Figure 13. Job provides accomplishment feeling to employees

Based on Figure 14, the results showed that 26 employees strongly agreed that they are so proud of their jobs, 13 agreed while 7 chose neutral, 3 disagreed, and one strongly disagreed.

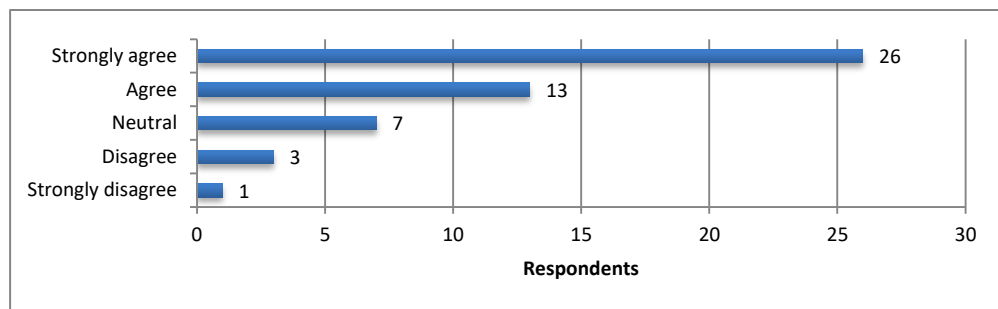


Figure 14. Employees feel proud of their jobs

Based on Figure 15, the results showed that 19 employees agreed that their jobs provide them satisfactory opportunity to advance, 14 strongly agreed while 8 chose neutral, 5 disagreed, and 4 strongly disagreed.

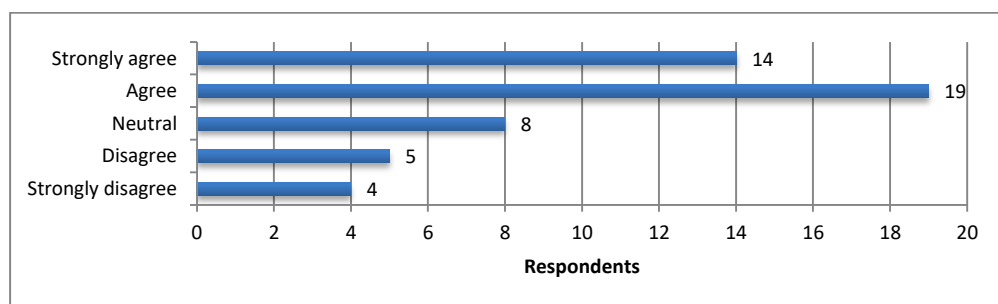


Figure 15. Job provides employee satisfactory opportunity to advance

Overall Discussion

In this work, the organization climate was analyzed in terms of few factors such as work environment, management effectiveness gender issues and

employee job satisfaction. Thus, based on work environment factor, the outcome of this work has shown that majority of the employee are satisfied with their work environment in terms of cleanliest, overall job security, safe surrounding environment and work culture. The outcome of this work is in line with the work of Raziq et al. [20] where it was stated that work environment significantly influences job satisfaction among employee and it is also an important factor in enhancing good organization climate.

Furthermore, based management effectiveness factor, the outcome of this work has shown that majority of the employee are satisfied with their management effectiveness in terms of communication between senior management, respect given by management, skills utilization, suggestion consideration by management, and good understanding of management. The outcome of this work was in line with the work of Mone [21] where it was stated that an effective management practice would enhance the work engagement among employees that will lead to job satisfaction and good organization climate.

On the other hand, based on gender issue factor, the outcome of this work has shown that majority of the employees have agreed that they are treated equally at their work place and they were not subjected to gender discrimination. In addition, the result of this work has shown that the management does not delegate the job based on gender. Thus, the outcome of this work is also similar to the work of Zou [22] where it was reported that employees prefer to be treated equally in term of gender at work place and instead, employees are assessed based on their work skills and accomplishment.

Finally, in terms of job satisfaction factor, the outcome of this work has shown that majority of the employee are satisfied with their job. The employees have stated that their job have given them the feel of accomplishment. In addition, the employees have agreed that they feel proud of their job. Furthermore, the employees have demonstrated that their job has provided satisfactory opportunity for career advancement. The outcome of this work is in line with the work of Nimon et al. [23] where it was stated that good working environment and good management would enhance the job satisfaction among employees. In addition, the work of Mas-Machuca [24] has confirmed that a satisfied employee will feel proud to work for an organization, which in return will benefit the organization as well.

CONCLUSION

This work was done to analyze the relationship between organizational climate and employee satisfaction among private company employees in Jeddah, Saudi Arabia. The outcome of this work has shown that majority of the employee are satisfied with the organization climate in terms of work environment, management effectiveness, gender issues and job satisfaction. Thus, the results have shown that organization climate has influential relationship with job satisfaction. On the other hand, the authors believe that organization climate is a big field that has so many diverse dimensions that could affect the employee's satisfaction. Thus, the authors recommend that organization climate must be explored in a more detailed manner with the inclusion of other related dimension as future work.

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