

# **ORGANIZATIONAL CLIMATE AND JOB SATISFACTION IN LOCAL MANUFACTURING SECTOR IN PORT HARCOURT**

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## **Abstract**

The main aim of this research was to investigate organizational climate (supervisory support and job involvement) and its influence on job satisfaction (working condition and relationship with co-worker). One hundred and eighty-two (182) employees comprising managers, supervisors and draftsmen among six purposively selected firms was the study population. While one hundred and twenty-three (123) employees determined with the Krejcie and Morgan (1970) table make up the sample size for the study. Data were gathered with questionnaire Structured to capture the study context and analyzed with the Kendall\_tuastatistical correlation. The outcome shows that the climate of organizations have a significantly positive influence on employee job satisfaction and recommends that management should give more attention to study and understand their Organizational climate because it is a factor that importantly contribute to the satisfaction of employees which enables them to perform their duties enthusiastically and further enhance their productivity, loyalty and commitment to the organization.

**Keywords:** Organizational Climate, Supervisory Support, Job Involvement, Job Satisfaction, Working Condition, Relationship with Co-Worker.

## Introduction

### Background to the Study

Employees prefer a comfortable work environment and would want to attain maximum satisfaction from their job. Therefore, Organizations that can provide a work environment that the workers perceived to be conducive and where they would be able to fulfil their full potentials and gain competitive advantage over others with the opportunity of retaining and attracting quality workers to the organization. In this regard it is worthy to note that Organizational climate is a key variable for successful organizations.

According to Pruden (1989), organizational climate refers to certain set of attributes which gives an idea of the organization and differentiates it from another that endures over time, and can influence behaviour. Interestingly, Litwin & Stringer (1978), took a swift departure from Pruden's thought and considered it in the perception of individuals, and said that Pruden's definition is deficient in considering the concept wholly to give the true meaning of organizational climate and went further to note that, organization's climate portrays the features of molding workers characters and behavior that spurred up workers to enthusiastically perform their duties to the benefit of the organization, therefore they proposed that organization's internal environment is experienced by its members, influence employees behavior and its value for the organization's characteristics and attributes.

Organization's climate is the unique identity of an organization which is physically observed by critically looking at its policies and strategies and understand how it differs from another organization, Reichers & Schneider (1990). Organizational climate could also be viewed as the employee's states of mind, feelings, attitudes and perceptions they have about the organization's fundamental components which portray its culture, values, norms and attitudes that positively or negatively influence employee behaviour. Off late organizations are inspired to introduce innovations and set up Human Resource (HR) units that will consciously handle and stimulate employees to put in their best to achieve the organization's goals and improve in many of its business practices. The climate of the organization is a fundamental element for employees' harmonious relationship with one another which is a key factor for worker efficiency, profitability, loyalty, and super ordinate-subordinate trust. The climate factor enabled scholars to consider different organizational behavior under 'organizational climate' however this work investigates supervisory support and job involvement adopted from Patterson et al (2005) as the variables to measure organizational climate.

Job Satisfaction on the other hand is an important topic in management literature. It refers to a common behavior of workers that occur as a result of differences in beliefs and philosophies they have concerning their work component, personal character, and social relationship.

Management philosophers over the years have focused all attention to man and the work they do to earn a living and survive, Akfopure (2006), Interestingly, man spends average or more

of his lifetime usually at his work environment. Work in other words, is a social reality made up of several social expectations. It dignifies and gives prestige and stature that binds the worker with his employer and the work itself. Employees, who are at peace and happy with the work they do, perform their responsibility enthusiastically with total commitment.

Fajana (2002) incorporate supervision or initiative (i.e care for other people, work and involvement); work plan (i.e scope, content, intrigue, worth); work conditions (i.e social connections) and other opportunities to impact on the levels of accomplishment of goal and objectives, and the extent to which the employee is at peace in the work environment. This work modified and adapted the measures of job satisfaction i.e working condition and relationship with co-workers from Carlson et al. (1962) of Minnesota University.

### **Statement of the Problem**

A numbers of scholars over the past 30 years have been deliberating on the study of organizational climate and its impact on workers practices and performances in organizations Andrews & Kacmar (2001); Ashkanasy et al (2000); Carr et al (2003). Climate perceptions are critical in determining the behavior of individual, Carr et al (2003). So many research have delved into the study of the relationship between organizational climate and effort; climate and satisfaction, Andrews & Kacmar (2001); Ashkanasy et al (2000); Carr et al (2003) and all have reported results indicating that climate and effort; and climate and satisfaction are related.

The resources available to Nigeria had offered a strong base for to guarantee speedy development and economic growth but paradoxically, Nigeria has not achieved its potentials. In 2009, based on the massive potentials of the country, the vision 2020 (NV20:2020) was crafted by the Federal Government in order to fast track the nation's economy to becoming one of the twenty biggest economy in the world on or before the year 2020. This Document identified the weaknesses, threats and challenges involved and proffer solutions on the proper utilization of the available resources in order to achieve the purpose of the vision (CBN, 2011). But despite of all these efforts, the Nigerian manufacturing sector keeps facing problems that have hampered growth in transforming the economy.

The sector had consistently experienced regular turnover of highly skilled manpower through continuous to resignation and movement from one firm or industry to another in search of a more robust environment and satisfying jobs. Although we would expect that older and experienced managers must move away to create vacancy for upcoming younger labour force, the organizations should make frantic effort to encourage these older managers to transfer knowledge of the job to younger labour force so that they can to take over when they leave the firms or industry so that the progress achieved in the economy would be sustained and improved upon.

Increase or decline in employees' productivity level can be linked directly with the organizations' climate. A notable surprise here is that despite the huge importance of these

variables so much work and research on how organizational climate relates with employees job satisfaction in the manufacturing industry of Nigeria has not been done. Therefore, the main reason for this research is the rare significance of the relationship between organization climate and job satisfaction within manufacturing firms which is capable of hindering the growth and vision of the sector.

### **Research Hypotheses**

- H0<sub>1</sub>: There is no significant relationship between Supervisory Support and working condition.
- H0<sub>2</sub> There is no significant relationship between supervisory support and employee's relationship with Co-workers.
- H0<sub>3</sub>: There is no significant relationship between job involvement and Working condition.
- H0<sub>4</sub>: There is no significant relationship between job involvement and employee's Association with Co-workers
- H0<sub>5</sub>: Corporate culture does not moderate the relationship between Organization Climate and employee's Job satisfaction.

### **Literature Review**

#### **Theoretical/ Conceptual Framework**

Job satisfaction itself is the combination and relationships between different expectations of employees from their employers and work (Locke, 1975). This work is based on the process and content theories. Campbell, et al (1970) submissions differentiates the process from the content theories for us to understand their interplay. In part of their findings they explained that process theories are more interested with *how* behavior can be energized and pushed towards achieving a collective goal, while the content theories is focused with *what* constitutes work environment which energizes and sustains individuals' behavior. For the purpose of this study, we examined four theories under the content theories, which include Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's Existence, Relatedness and Growth (ERG) theory and the McClelland's needs theory.

#### **(a) Content Theories**

These theories state how employee satisfaction is gotten only when some of their basic needs are provided, Maslow (1943). Maslow went further to arrange these needs in hierarchical order according to scale of preference of individuals and affirmed that providing the individuals basic physiological wants must come first. This theory stipulates that an ideal organization is that one that provides individual's basic needs. Locke (1975), while expanding on Maslow's theory, submitted that Maslow's theory was not practicable in work environment; rather it was McGregor who popularized it.

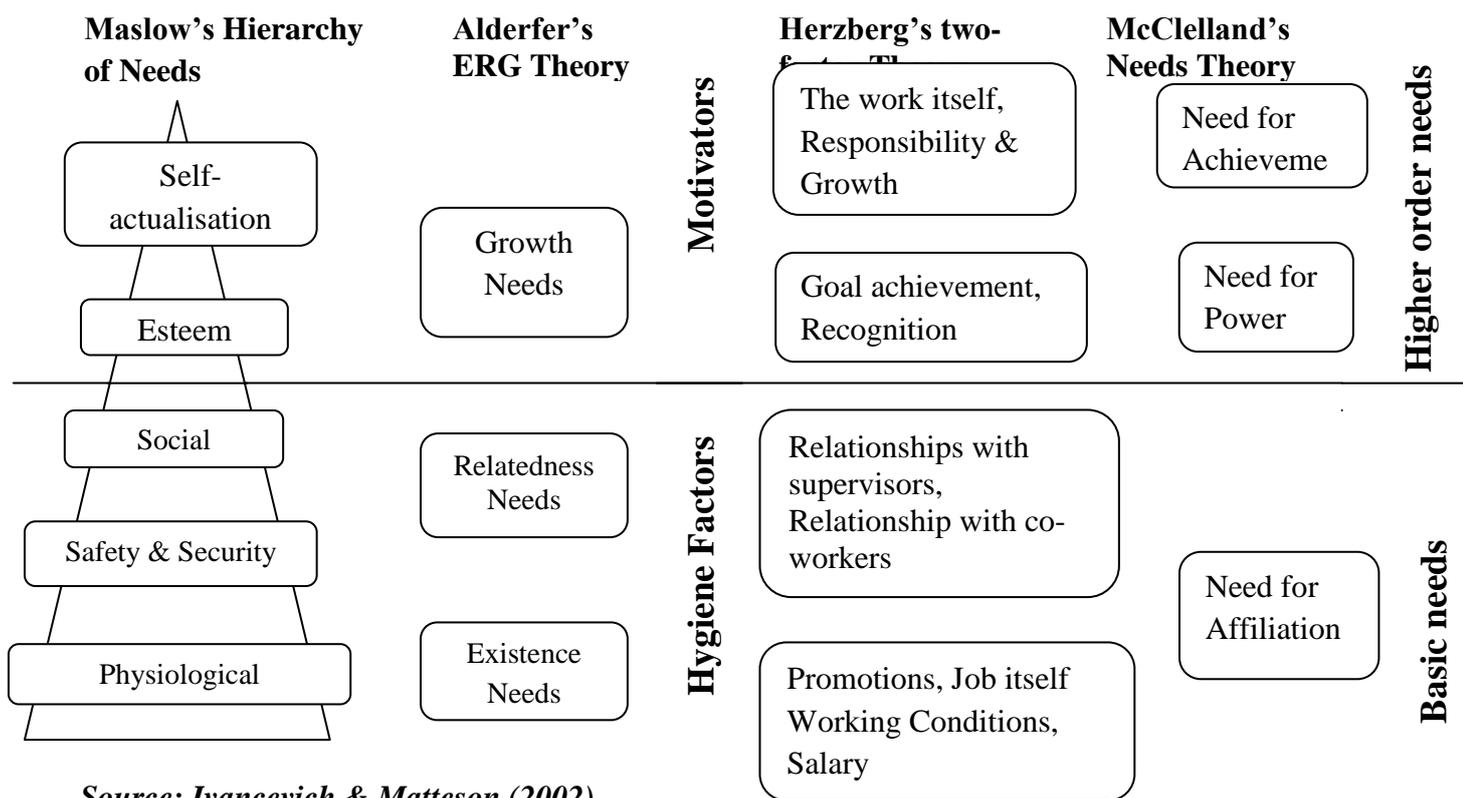
Alderfer's ERG theory classified individual's needs and presented them in such a manner that it allows individuals needs to move from either top to bottom or bottom to top. This theory believed that even if the basic needs have been provided, it is important that they are sustained even when new needs are to be provided, Fincham & Rhodes, (2005). These basic

needs are common to all human beings, although at every point in time, one need is more dominantly needed, McClelland (1962). Unlike what Maslow state, McClelland specify a transition between needs from one point necessity to another.

Herzberg (1968) states two mainsprings which affect employee satisfaction and they include  
 1. The motivators, which is seen as the internal features of the task the employee performs and that of his growth, stability, trustworthiness and maturity.

2. Hygiene factors such as Pay, job security and working conditions, which does not contribute to the worker’s satisfaction, but rather when they are not sufficiently provided or even absent, it could lead to worker dissatisfaction.

**Figure I Content Theories**

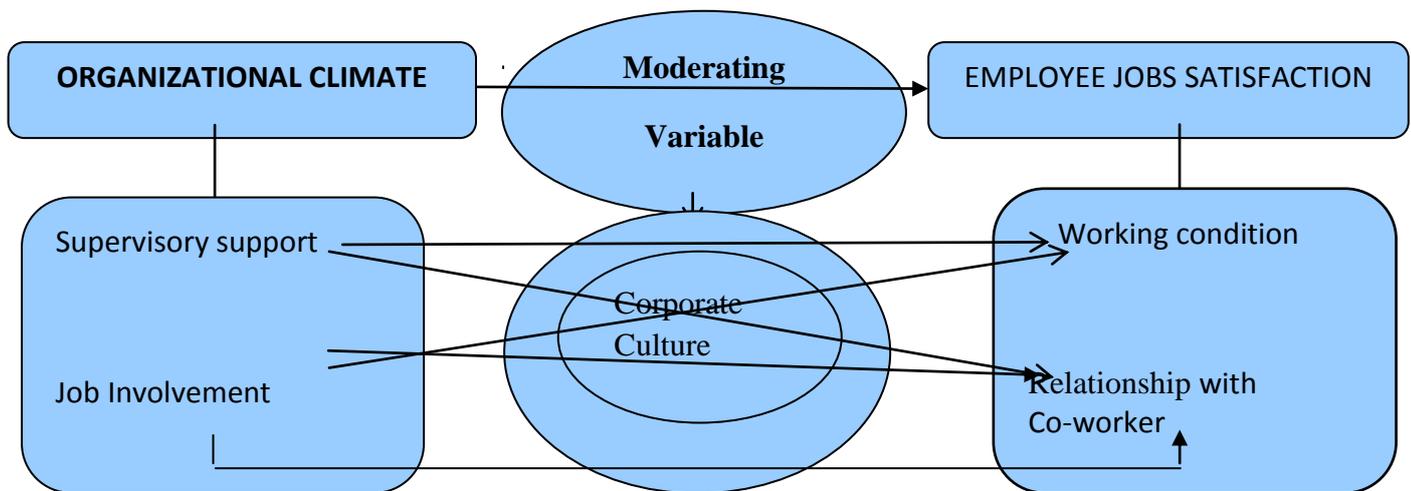


Source: Ivancevich & Matteson (2002)

**(a) Process Theory**

The Process Theory explains the differences that exist between individuals’ basic needs and his emotional developments. According to Campbell et al. (1970), if the organization provides and meets the workers’ desire, needs, wants and expectations, it would definitely get its workers’ satisfaction.

**Figure II: Conceptual Framework Showing the Relationship between Organization climate and employee’s job satisfaction and corporate culture as the Moderating variable.**



*Source: Modified and adapted from Patterson et al. (2005) and Carlson et al. (1962)*

The predictor variable in this work is organizational climate using supervisory support and job involvement as dimensions was modified and adopted from Patterson et al (2005). While the dependent variable that is job satisfaction having its measures as working condition and relationship with co-worker was adopted from Carlson et al. (1962) of Minnesota University.

### **The Concept of Organization Climate**

One of the premier scholars to have started research on organization climate is Kurt Lewin as far back as the 1930s. In his study on leadership style, Lewin adopted different styles of leadership, which he used to create different ambiance of work and proposed the organization climate concept. In the early 1960s Forehand (1964), examined different features of organization climate and acknowledged that it varies in different organizations and are capable of influencing behavior of organizational members. Similarly, over the years several behaviorists have studied corroborated that an organization’s climate is the perception of individual employee working in particular organization, Rizzo et al (1990); Friedlander & Margulies (1969); Litwin & Stringer (1978); Lawler, Hall & Oldham (1994); Payne, Fineman, & Wall (1986); and Schneider (1982).

However, a perceived climate will require that the employee must have serve or act in certain manner with available company information or information generated from events that happen around him or his personal characteristics as relating to needs. Pruden (1989); Schwabet al (1990); Litwin & Stringer, (1978) argued that the individuals’ personal interactions and experiences can form his perception about the organization’s climate.

According to Georgopoulos in Campbell et al., (1970) organization climate combines attitudes and behavioral standards, capable of interpreting situations and providing direction

for organizational programmes. Campbell et al. (1970) also refers to organizational climate as a combination of attributes and characteristics that are unique to individual organization and its relationship with its members. To them climate describes an organization as static and behavioral-outcome.

### **Supervisory Support**

Supervisory support is the feelings and attitudes of workers in an organization or group relating to the level of appreciation and concern the organization give to their welfare in return for their efforts. Eisenberger et al (2002) says once employee perceive that their contribution to the organization is being valued especially by their immediate supervisor; he would have that urge to reciprocate favors to the employer by putting more effort and commitment to achieve or even exceed the organizations target.

Oldham & Cummings (1996) in their study noted that supervisors who support their workers are creates a work environment that enhances job satisfaction. Tierney et al, (1999) supported this view when they said; ‘an open relationship and support for one another between superiors and subordinates will increase the performance and productivity of the workers’. Interestingly, supervisors are perceived as representatives of the company that have the responsibility to direct and evaluate the performance of subordinates; an employee sees his immediate boss’ support and acceptance as a support from the management (Levinson, 1965 cited in Eisenberger et al, 2002). This therefore implies that whenever employees’ performance tends to be at its peak, there is the existence of a balance between superiors’ incentives equivalent to employees’ work efforts. This is a true reflection of employees’ knowledge that every action of supervisor is the company’s action. Consequently, workers treat supervisors with desired behaviors. From the forgoing, it can be observed that, supervisors determine how satisfied an employee would be in an organization (Luthans, 2005).

### **Job Involvement**

Job Involvement (JI) has generated a lot of controversy among scholars. Pervious researches on JI suggest that the concept is relatively a new area of study in the field of psychology. Mckelvey & Sekaran (1977) refers to JI as the influence employees have that encourages them to be involved in management and contribute to improve their work. Recently, concerted efforts had been made by organizational leaders to redesign jobs just to encourage JI. Misra & Kalro (1981) in their study of more than 250 middle and top level executives agreed to the fact that the employee’s perception and state of mind about JI determines the level of satisfaction of the needs of individuals, regardless of whether or not it is inward or outward. They also observed that; JI is high in companies where basic needs are provided and low where they are not provided. But Brown (1996) argues differently saying JI increases when the work environment has the following visible characteristics: make the employees feel their individual jobs are very important to the organization, give them freedom to determine the method to apply in the achievement of organizational goals; unambiguous

policies and strategies; clear communication channel; and cordial worker-employer relationship.

### **Employees' Satisfaction**

Job satisfaction in the views of Snipes et al (2004); Gruneberg (1979); and Locke (1976) agree that, it's a most researched topic in industrial organizational psychology, social psychology, organization behavior and personnel disciplines. It studies work characteristics and attributes including its environment as perceived by the worker.

Job Satisfaction is being compared with job achievement, positive work value, and level of workers motivation, turnover and burn out rate. Hence supervisor ought to take seriously the level of satisfaction of his workers in the organization with a definitive plan to control employee non-satisfaction (Spector, 2003). According to Davis & Newstorm (1985), one sure sign for low production is low workers satisfaction. Employees with low satisfaction level manifest the attributes of absenteeism, laziness, un-seriousness, low productivity etc. Highly satisfied worker, on the other hand is usually associated with low employee turnover, few cases of absenteeism, etc.

### **Working conditions**

Working conditions imply the physical surroundings, conditions and circumstances in a work environment. Robbins (1998) stated that workers are attracted toward workplaces that encourage possibilities of decent work with regards to where they can perform efficiently and environment that offer individuals' safety and security. Some scholars also confirmed that workers favor surroundings, conditions and circumstances that are safe, healthy and friendly. Apart from the physical surroundings, conditions and circumstances in the work environment, there are psychological conditions too.

### **Co-workers or work group**

Employees' cooperation and relationship with one another give them a feeling of satisfaction and acceptance (Locke, 1976). Most employees regardless of the salaries and benefits they earn and get from the organization for their contribution to achieve organizational goals and objectives, are only satisfied when they are given freedom of association and recognition. Being free to associate and relax at break hours with other workers in the organization gives a high chance of worker satisfaction (Robbins, 1998). Employees who work in an environment that have colleagues who are friendly and support one another are more satisfied than those who do not (Robbins, 1998). So many factors could be responsible for a worker satisfaction; Spector combined gratitude, organization's policy, systems and the organization itself as working conditions that could have impact on job satisfaction.

### **Corporate Culture**

Studies on corporate culture began in the 1970s when Petigrew (1979) an anthropologist, used symbols and customs to illustrate culture and relate it to organization study. But none the less, Hofstede, (1980) philosophy of corporate culture forms our bases; corporate culture

is defined as the incorporation of the mindset and perception different individuals within an organization that differentiates the organization from another. Budde et al. (1981) brought to prominence the importance of understanding the corporate culture even though Culture in organizational development is conceptualized by Hofstede in 1980 and popularized by Schein in 1984.

The separate works of Hofstede and Schein on the dimensions of organization culture became the most popular and acceptable proposition because they brought out features that can usefully be applied to compare the basic features of organizations culture. Hofstede's work on culture provides a framework that compares current studies and its objective level. The Hofstede (1980) four dimensions are:

**(a) Power distance** –states that less powerful members in a group agree and conceive that power is spread and distributed in equal measure.

**(b) Uncertainty avoidance** –this states that ambiguous situations and circumstances occur in an organization and individuals feel threatened and as a result they do not participate in organizational activities.

**(c) Individualism/collectivism** -this indicates that a worker would rather prefer to take care of immediate and nuclear family needs, or form alliance with other people to collectively share and solve their problems together.

**(d) Masculinity/feminity** -this is a condition where one attaches so much importance to material benefits and achievements rather than providing solutions to his other dominant values of caring for others and values of life.

Hofstede believes these are unique values and identities a child will acquire while growing up which may not change throughout his life; they are otherwise called national culture. Organization culture bases its foundation on the unique customs and specific organization's culture and values an individual acquire while working in the organization. Hence, while organization culture is the unique culture of how things are done; national culture is the way things are valued. He then identified national culture and organization culture, as the major factor that determines the behavior of employees in workplace. He further said organization culture decides how successful an organization would be. While corporate culture studies the differences in culture that distinguishes one organizations culture from another.

### **Methodology**

A cross-sectional survey was used since data for the study was collected only once. Babbie (1989); Mallhota et al (1996) agreed that this method is adopted when information is to be retrieved only once which justifies that observation should be done only once. However, the quasi-experimental design was also adopted because the participants were not under the control of the researcher.

### Population of the Study

The Manufacturers Association of Nigeria, Rivers State branch records over 32 companies in Port Harcourt, Rivers State. For easy accessibility, the firms clustered around Trans-Amadi Industrial area were chosen for the study; however, using a judgmental sampling method on the bases of the staff strength of the companies' workforce. That is, firms whose staff strength is above 20 were chosen and six firms met this criterion. A total of one hundred and eighty-two (182) employees comprising managers, supervisors and draftsmen among the six selected firms made up the population

### Sample and Sampling Technique

A major task of a research is to determine the organizational framework and negotiate access to reach the source that will give you information to carry out the research (Steyn & Van Wyk, 1999). For the purpose of this work, the Krejcie & Morgan (1970) sample size determination table was applied to get a sample of one hundred and twenty-three (123) workers from the population of one hundred and eighty-two (182) workers.

**Table 1 Selected manufacturing firms in Port Harcourt**

S/N	Names of Organizations	Number of Employees	Individual Firms Sample Size
1	Air Liquide Nigeria Plc	29	20
2	Nigeria Bottling Company	37	25
3	West African Glass industry Plc.	30	20
4	Polo Packaging Ind. Ltd	24	16
5	Rivers Vegetable Oil Company Ltd.	22	15
6	Nigerian Engineering Work Ltd	40	27
	TOTAL	182	123

*Source: Survey data, 2018.*

The simple Random sampling technique which allows everyone in the population, a known and equal chance of being selected was applied. That is, each person had odd of 1 out of 123 of being chosen, the probability sampling technique gives us the best possible chance of arriving at a sample that truly represent the population.

### Methods of Data Analyses

The Kendall\_tua correlation coefficient, a non-parametric statistical technique was adopted after the data had been transformed to ensure that normality and dimensionality of the underlining statistical principles and rules are not violated. Besides, the sample is large so that normality rule becomes irrelevant. The Statistical Package for Social Science (SPSS) Version 21 was utilized in conducting the data analyses.

### Presentation of Data

A hundred and twenty three (123) copies of questionnaire were distributed to the employees and returned as tabulated below:

## Response Rate to Questionnaire Distributed

**Table 2: Response Rate distribution**

Items	N0. of copies	Percentage (%)
Copies correctly filled	83	68
Copies wrongly filled	4	3
Copies not returned	36	29
Number distributed	123	100

*Source: Survey data, 2018.*

The analysis in Table 2 revealed that out of the 123 copies of questionnaire that were distributed, 87 were filled and returned, 4 (3%) of the questionnaire returned were not properly filled. The remaining 83 (68%) were used for the final analysis in the study. From the number distributed 36 (29%) were not returned at all.

## Data Analysis

### Decision Rule

The null hypothesis would be rejected if the p-value (PV) > 0.05, that is, correlation does not exist. Also, decisions would be on the basis of the strength of the correlation coefficient as stated here.

**Table 3: Decision Criteria**

s/n	Correlation coefficient	Strength of relationship	Decision
1	-+0.1 – 0.29	Weak relationship	Accept null hypothesis
2	-+0.3 – 0.69	Moderate relationship	Reject null hypothesis
3	-+0.7 – 0.99	Strong relationship	Reject null hypothesis
4	1	Perfect relationship	Reject null hypothesis

**Test of Hypotheses**

**Hypothesis One:**

H0<sub>1</sub>: There is no significant relationship between Supervisory Support and working condition.

**Table 4: Correlation between supervisory support and working condition**

		Supervisory Support	Working Conditions
Supervisory Support	Correlation Coefficient	1.000	.633
	Sig. (2-tailed)	.	.004
	N	83	83
Working Conditions	Correlation Coefficient	.633	1.000
	Sig. (2-tailed)	.004	.
	N	83	83

**\*\* 2-tailed at 0.05 level Correlation significant.**

Table 4 reveals a moderate dependence between supervisory support and working condition, with tau\_b = .633, pv < 0.05, n = 83. That means the tentative statement was rejected.

**Hypothesis Two:**

H0<sub>2</sub>: There is no significant relationship between supervisory support and employee relationship with Co-workers.

**Table 5: Correlation between supervisory support and relationship with Co - workers.**

		Supervisory Support	relationship with Co – Workers
Supervisory Support	Correlation Coefficient	1.000	.522**
	Sig. (2-tailed)	.	.002
	N	83	83
relationship with Co-Workers	Correlation Coefficient	.522**	1.000
	Sig. (2-tailed)	.002	.
	N	83	83

**\*\* 2-tailed at 0.05 level Correlation significant.**

In Table 5 there is a moderate dependence between supervisory support and employee relationship with Co-workers,  $\tau_b = .522$ ,  $p < 0.05$  and  $n = 83$ . That means the tentative statement was rejected.

**Hypothesis Three:**

$H_{03}$ : There is no significant relationship between job involvement and Working condition.

**Table 6: Correlation Analysis of job involvement and working condition.**

		Job Involvement	Working Conditions	
Kendall's $\tau_b$	Job Involvement	Correlation Coefficient	.638	
		Sig. (2-tailed)	.000	
		N	83	
	Working Conditions	Coefficient of Correlation	.638	1.000
		Sig. (2-tailed)	.000	.
		N	83	83

**\*\* 2-tailed at 0.05 level Correlation significant.**

Table 6 result reveals that job involvement has moderate relationship with working conditions, because  $\tau_b = .638$ ,  $p < 0.05$ , and  $n = 83$ . That means the tentative statement was rejected.

**Hypothesis Four**

$H_{04}$ : There is no significant relationship between Job Involvement and employee relationship with Co-workers.

**Table 7: Correlation between job involvement and relationship with Co-workers.**

		Job Involvement	relationship with Co-Workers	
Kendall's $\tau_b$	Job Involvement	Coefficient of Correlation	.813	
		Sig (2-tailed)	.004	
		N	83	
	Relationship with Co-Workers	Coefficient of Correlation	.813	1.000
		Sig (2-tailed)	.004	.
		N	83	83

**\*\* 2-tailed at 0.05 level Correlation significant.**

Table 7 shows a significant relationship between Job Involvement and employee relationship with co-workers.  $\tau_b = .813$ ,  $p < 0.05$  and  $n = 83$ , thereby rejecting the hypothesis.

**Hypothesis five:**

H0<sub>5</sub>: Corporate culture does not moderate the relationship between Organization Climate and employee Job satisfaction.

**Table 8: Partial correlation between Organization climate, Employee job Satisfaction and Corporate culture**

Control Variables			Organization al Climate	Employee Job Satisfaction	Corporate Culture
-none <sup>a</sup>	Org. Climate	Correlation	1.000	.515	.629
		Significance (2-tailed)	.	.001	.000
		Df	0	81	81
	Employee Job Satisfaction	Correlation	.515	1.000	.626
		Significance (2-tailed)	.001	.	.000
		Df	81	0	81
	Corporate Culture	Correlation	.629	.626	1.000
		Significance (2-tailed)	.000	.000	.
		Df	81	81	0
Corporate culture	Organizational climate	Correlation	1.000	.613	
		Significance (2-tailed)	.	.001	
		Df	0	80	
	Employee Job Satisfaction	Correlation	.613	1.000	
		Significance (2-tailed)	.001	.	
		Df	80	0	

**a. Cells contain zero-order (Pearson) correlations.**

Table 8 shows how corporate culture can influence the relationship between Organization Climate and Job satisfaction. The section labeled none<sup>a</sup> showed the result when moderating effect was absent with  $\rho = .515$ ,  $p < 0.05$  as the outcome. However, an examination of the effect of corporate culture showed a slight increase with  $\rho = .613$ ,  $p < 0.05$  as the outcome. Although corporate culture positively affected the relationship between Organization Climate and job satisfaction, it was not significant enough to reject the tentative statement. That means corporate culture moderate the relationship between Organizational Climate and employee Job satisfaction.

**Table 9: Summary of Findings**

Hypotheses	Result	Outcomes
Ho <sub>1</sub> : There is no significant relationship between Supervisory Support and working condition.	The Null hypothesis was rejected	Rho = 0.871 P-value = 0.000
Ho <sub>2</sub> : There is no significant relationship Between supervisory support and employee Relationship with Co-workers.	The Null hypothesis was rejected	Rho = 0.789 P-value = 0.001
Ho <sub>3</sub> : There is no significant relationship between involvement and Working condition.	The Null hypothesis was rejected.	Rho = 0.766 P-value = 0.010
Ho <sub>4</sub> : There is no significant relationship Between Involvement and employee Relationship with Co-workers.	The Null hypothesis was rejected.	Rho = 0.789 P-value = 0.000
Ho <sub>5</sub> : Corporate culture does not moderate the relationship between Organizational Climate and employee' Job satisfaction.	The Null hypothesis rejected.	rho = .613 p-value < 0.05.

### Conclusion

It was observed that job satisfaction (working condition and relationship with coworkers) have significantly positive relationship with organizational climate (supervisory support and involvement). And that corporate culture does not moderate the relationship between Organizational Climate and employee Job satisfaction. This may have been so because organization climate and corporate culture are similar concepts and could alternate one for the other; therefore most of the culture related issues may have been taken care of by the organization climate questions in the research questionnaire.

### Recommendations

In line with outcome of the work, it is recommended to organizations that:

1. Organizations should give the needed attention to understand its organizational climate as it is a major factor contributing to workers peace of mind and satisfaction which may further enhance its their loyalty and commitment.
2. Manufacturing firms should make frantic effort to make sure that its working environment is conducive for its workers, so as to make them wanting to remain in the organization and give their best to achieve the organizations' goals.
3. Supervisors and managers should support their subordinates; this will boost their level of satisfaction.
4. Management should take concrete steps towards creating an atmosphere of cordial relationships among co-workers and reward altruistic behaviour, so that organization members can pursue unified goal.
5. Managers and supervisors are advised to organize training and development programmes for employees.

### **Contribution to Knowledge**

1. This study has developed a clear and unique framework for analysing the dependence of employee job satisfaction on organization climate in work environment.
2. This work has also bolstered two organization climate determinants, that is, ‘supervisory support and job involvement’; which state that supervisory support will create an organizational climate that encourages workers, create a feeling of intimacy and teamwork between workers, and give workers the opportunity to be proficient, while job involvement gives workers that motivating urge to feel satisfied with the work they are assigned to perform in the organization.

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