UNIVERSITY OF CAPE COAST

ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF STAFF

OF THE UNIVERSITY OF CAPE COAST SCHOOL OF MEDICAL

SCIENCES

HANS EKOW DAMPSON

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SCIENCES

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research

and that no part of it has been presented for another degree in this University

or elsewhere.

Candidate's Signature:... Date:..........................

Name: Hans Ekow Dampson

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast.

Supervisor's Signature:.................................. Date:........................

Name: Mr. Seyram Kawor

ABSTRACT

The study sought to assess the effect of organisational climate on the job satisfaction of staff at the University of Cape Coast School of Medical Sciences (UCCSMS). Quantitative research design was adopted for the study. A total of 119 respondents were sampled from a population of 169. Questionnaire was used as the instrument for collecting data from the respondents. The data were processed by SPSS version 21. The data were analysed based on the research objectives. Descriptive statistics such as means, standard deviation, frequencies and percentages were used to analyse data from all the research questions. Inferential analysis such as chi square test of independence and regression were also used to analyse the data. An error margin of five per cent was used for all inferential analysis. The study found that organisational characteristics such as career development opportunities, interpersonal relationships, and internal communication were important organisational characteristics that determined the organisational climate of UCCSMS. Staff of the UCCSMS were generally satisfied with the level of remuneration, however, many of them were not satisfied with the career development opportunities and interpersonal relationships among staff at the UCCSMS. Organisational climate made a significant explanation about the changes in job satisfaction of staff at the UCCSMS. The study further found that having the necessary logistics to work and contributing to decision making made the highest contribution to variations in job satisfaction of staff of UCCSMS. The study suggests that the University should enhance career development opportunities for all categories of staff. Management of UCCSMS should ensure adequate supply of working logistics to staff.

ACKNOWLEDGMENTS

DEDICATION

To my wife, Gifty, and children, Christangela and Hillary.

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CHAPTER ONE

INTRODUCTION

Introduction

This chapter provides an introduction to the study. It covers the background to the study, statement of the problem, research objectives, questions and hypothesis, delimitation, significance and organisation of the study.

Background to the Study

The organisational climate or work environment is one of the critical elements in corporate success, as it determines the organisational structure and interrelationships as well as attitudes and behaviour of workers (Anas, 2009). According to Castro and Martins (2010), organisational climate affects each activity in an organisation directly or indirectly and is affected by almost everything that occurs in the organisation. In the view of Akula and Talluri (2013), the survival and growth of any organisation is directly proportional to the favourable climate in it. Singh, Chauhan, Agrawal and Kapoor (2011) opined that issues about organisational climate have become more essential in the twenty-first century than before, as there has been tremendous growth in technological innovations and business competitiveness across the globe.

According to Chepkwony (2014), high-performing organisations have climates with particular measurable characteristics or dimensions, which has shown how organisational climate can directly account for up to 30 per cent of the variance in key business performance measures. Chepkwony posited that organisational climate influence the internal operations and functions of institutions to create an external image in the form of branding and

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competitiveness. As a result, the external image of any business organisation is largely determined by its working environment. Singh *et al*. (2011) defined organisational climate as the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation's culture and influences individuals' behaviour positively or negatively. Thus, organisational climate comprises the global impressions of the organisation that members form through interacting with each other and organisational policies, structures and processes.

The definition of organisational climate shows the important role employees play in determining the working environment of an institution. In other words, it is through the operations, interactions, expectations and perceptions of employees that organisational climate is created. According to Schuler and Jackson (2007), organisations have significant influence on employees and some of such influences are reflected in how people feel about their work. However, Fisher, Milner and Chandraprakash (2007) reported that organisational climate is made up of organisational characteristics which individually influence perceptions of employees. Castro and Martins (2010) indicate that organisational characteristics such as its purpose, structure, the tasks to be performed, opportunities for promotion and the political nature of the work environment impacted how people felt about their jobs. This is because people come to the work environment with specific attitudes, needs and aspirations, which are influenced positively or negatively by the organisational climate. The work environment can be seen as a social activity, which affects quality of life which is determined by experiences on the job

(Ostroff, Kinicki & Tamkins, 2007). This makes job satisfaction an issue of substantial importance for both employers and employees in a work environment.

Bowen and Cattell (2008) defined job satisfaction as an overall feeling about one's job or career in terms of specific facets of job or careers (e.g. compensation, autonomy and co-workers). It can be related to specific outcomes, for example, productivity. Job satisfaction means the contentment of the employees because of their jobs. It is the personal evaluation of the job conditions (the job itself, the attitude of the administration, etc.) or the consequences (wages, occupational security, etc.) acquired from the job (Terrel, Price & Joyner, 2008). Rane (2011) has suggested that 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 job satisfaction. However, Jahanzeb, Rasheed, Rasheed and Aamir (2012) posited that employees should also be happy in their work, given the amount of time they have to devote to it throughout their working lives.

According to Singh *et al.* (2011), organisational climate is of great significance for the effective utilisation of human relations and resources at all levels in institutions. Organisational climate has a major influence on motivation, productivity and job satisfaction (Gohari, Kamkar, Hosseinipour & Zohoori, 2013). It is also a major motivating factor responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover (Chepkwony, 2014). Organisations that are able to create environments that employees perceive to be benign and in which they are able to achieve their full potential are regarded as a key source of ensuring job

satisfaction (Akula & Talluri, 2013). Organisational climate can, therefore, be considered a key variable in successful organisations.

Jahanzeb *et al.* (2012) supported the five main job satisfaction dimensions as pay, nature of work, supervision, promotional prospects and relations with co-workers. Since the job dimensions are components of the organisation, and represents its climate, Chepkwony (2014) indicated that job satisfaction is an evaluation of organisational factors. Job satisfaction describes the feelings of employees regarding the environmental factors (climate factors), while organisational climate provides only a description of the work context (Akula & Talluri, 2013). Opportunities for employee advancement and development appear to be organisational characteristics that have an influence on job satisfaction. According to Rane (2011), a work environment that encourages continuous learning and provides new opportunities influences job satisfaction.

Similarly, Castro and Martins (2010) found that salary, benefits and advancement opportunities were components of organisational climate that had a direct influence on job satisfaction. Akula and Talluri (2013) have investigated the relationship between job satisfaction and organisational climate and asserted that employees form the core of any enterprise because their ideas, attitudes, and efforts were key causes of success. Findings pointed out that for organisations to achieve any business development goals, employees had to be satisfied at work. This was best accomplished by understanding their ideas, capabilities, feelings, attitudes, hopes, dreams, and goals and nurturing an organisational climate which supported them.

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As a result, Rane (2011) suggested that organisations should pay particular attention to working characteristics and human resource practices that motivate or influence the job satisfaction of employees. It is assumed that the interaction of these factors produces climate. Fisher *et al*. (2007) opined that organisational climate could be disaggregated into several organisational characteristics, including size, structure, system and complexity, leadership style, reward system, physical environment and goals. Improving these organisational characteristics to meet the needs and expectations of employees is indirectly an attempt to enhance the job satisfaction of employees. The implication is that the extent of satisfaction of employees in an organisation is a reflection of the extent to which they are satisfied or dissatisfied with their working characteristics or organisational climate. Thus, organisational climate is based on its employees' feelings and perceptions of the organisation's practices, procedures and reward systems.

In Africa, issues about organisational climate and job satisfaction are gradually taking the centre stage of many formal businesses. This is largely attributed to the continuous influx of multinational institutions contributing to increase competition in various industries as well as the increasing strength of working unions compelling business organisations to seek the welfare of employees by improving organisational characteristics (Bowen & Cattell, 2008). According to Chepkwony (2014), the competition created through the influx of many multinational corporations has had influence on employee turnover, as workers who are less satisfied with the working environment switch to other organisations they believe could effectively address their needs and expectations.

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In other words, increased competition over experienced workforce has compelled the management of many corporate institutions in Africa to implement policies and strategies that seek the growth and welfare of employees to ensure their satisfaction. Chepkwony (2014) emphasised that the opportunities created through the expansion of many African economies in terms of employment avenues have empowered the labour force to request for improved service conditions and working characteristics. Labour unions are also empowered to seek redress on issues bordering their working characteristics that are not in consonance with international and local labour regulations at the law courts.

The situation is not different from Ghana, where the Trades Union Congress (TUC), Industrial and Commercial Workers Union (ICU) and other trades union group are very active in seeking the welfare of their members. Such trades union groups engage employers and interact with employers association to develop modalities and regulations that bind both employers and employees to create improved organisational climate to ensure the satisfaction of employees. The expansion of the Ghanaian economy through the influx of many foreign organisations has created avenues by which employees could easily switch to other organisations, where they think their needs and expectations could better be met. This has compelled many organisational managers to seek the welfare of its employees to poach experienced workers from other organisations, while maintaining theirs. One of the important sectors in the Ghanaian economy is education. The education sector has seen tremendous growth over the years through both local and international

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investors. Many foreign universities have opened satellite campuses in Ghana to serve the West African market.

The University of Cape Coast (UCC) is one of the public universities in Ghana. The University has created a climate to attract and retain critical staff for the effective administration and management of its programmes and functions. The University was originality established to train teachers for the various public schools across the country. However, the current workforce demands and needs of the country has compelled the management of the University to diversify its course by training people for other professions apart from teaching.

One of such critical diversifications is the establishment of the School of Medical Sciences to train physicians for health significant in Ghana. The establishment and operations of a medical school requires highly trained and experienced personnel to effectively manage systems to secure accreditation, and maintain the high ethical and professional standards of medical education. As a result, the creation of an appropriate organisational climate is essential to attract and retain highly such qualified personnel and to ensure that personnel are satisfied with key organisational characteristics. This study, therefore, sought to assess the relationship between organisational climate and employee satisfaction at the University of Cape Coast School of Medical Sciences (UCCSMS).

Statement of the Problem

The organisational climate in organisations is becoming more important than ever before because organisations need to ensure that those individuals who add value to their bottom line want to stay in the organisation and want to continue putting their effort into their work to the benefit of the organisation (Singh *et al*., 2011). The objective of performing an employee-climate assessment is to identify the key areas which are hindering production, reducing effectiveness and which might generate unexpected costs in the near future (Castro & Martins, 2010). To survive and out-do their competitors, Akula and Talluri (2013) posited that organisations must constantly seek to improve their working environment to entice their employees to give off their best. This is especially so because organisations find it difficult to determine which factors in an employee work environment (organisational climate) cause satisfaction or dissatisfaction (Herzberg, Mausner & Snyderman, 1959).

According to Castro and Martins (2010), the idea of assessing the relationship between organisational climate and employee satisfaction is relevant for organisations not to simply perform an academic exercise, but also to critically examine themselves to see where the company and its employees might be finely tuned to generate higher levels of performance. Once identified, opportunities to strengthen existing approaches, which are working well, as well as select appropriate interventions for addressing the weakest areas, should be aggressively pursued for the maximum benefit of everyone (Jahanzeb *et al*., 2012). Singh *et al*. (2011) point out that the right working environment or organisational climate is imperative to determining the factors that cause employee satisfaction.

Although a number of studies have been conducted on the relationship between of organisational climate and job satisfaction (Mathieu, Hoffman and Farr, 1993), there has not been enough evidence on the relation between the two concepts in health training institutions (Purohit & Wadhwa, 2012), especially in our part of the world. Also, most of the studies on organisational climate and job satisfaction had been conducted in Europe and Asia, therefore extent to which their findings could be applied to African educational institutions has not yet been established (Adeniji, 2011).

This study therefore sought to assess the relationship between the organisational characteristics and job satisfaction of the employees of the UCCSMS. The aim was to find out which of the organisational characteristics strongly correlate with the job satisfaction of personnel at the UCCSMS and which of them negatively correlate with job satisfaction. Such information is expected to inform the management of UCCSMS about the efficacy of the School's organisational climate created to attract and retain highly skilled and experienced personnel to effectively carry out the School's mission towards the achievement of its vision.

Purpose of the Study

Despite the significant role of organisational climate plays in the effectiveness of organisations, especially in relation to job satisfaction, not much has been done on it by way of empirical research in our part of the world. This study therefore sought to provide valuable Ghanaian-based empirical findings to strengthen current literature on the relationship between the two concepts and also inform management of the UCCSMS of the need to create a favourable environment attract and retain highly skilled and

experienced personnel to effectively carry out the School's mission towards the achievement of its vision.

Research Objectives

The general objective of the study was to assess the effect of organisational climate on the job satisfaction of staff of the UCCSMS. The specific research objectives are outlined as follows:

1. Examine the organisational characteristics that determine the organisational climate of the UCCSMS.

2. Examine the level of job satisfaction of the employees of the UCCSMS.

3. Assess the effect of the organisational climate on the level of job satisfaction of employees at the UCCSMS.

Research Questions

The study sought to find answers to the following questions:

1. Which organisational characteristics determine the organisational climate of the UCCSMS?

2. What is the level of job satisfaction of employees of the UCCSMS?

3. Does the organisational climate significantly influence the job satisfaction of employees at the UCCSMS?

Research Hypothesis

The following hypothesis was tested in this study to help find answers to the research question; *does the organisational climate significantly influence the job satisfaction of employees at the UCCSMS?*:

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H_0: organisational climate has no significant effect on the level of job satisfaction of employees at the UCCSMS.

H_1: organisational climate has a significant effect on the level of job satisfaction of employees at the UCCSMS.

Delimitation of the Study

The study focused on of the UCCSMS. The aim was to ascertain the extent to which the staff of the medical school were satisfied with the organisational climate created through the organisational characteristics established by the management of the University. Organisational climate is defined as a set of measurable properties of the work environment that is directly or indirectly perceived by the people who live and work in a particular environment and is assumed to influence their motivation and behaviour (Akula & Talluri, 2013). The dimensions of organisational climate are leadership/management styles, remuneration (salaries and rewards), internal communication, training and development opportunities, and interpersonal relationships (teamwork or team spirit).

Job satisfaction, on the other hand, is the phenomenon ascertaining the contentment of the employee and appearing when the qualifications of the job and the demands of the employees match (Rane, 2011). In line with this definition, job satisfaction would be handled as the consequence resulting from the comparison between the expectations of the employee from his job and the job in question which is performed. The consequence may emerge as satisfaction or dissatisfaction of the employee from the job.

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Significance of the Study

The aim of the study was to ascertain the extent to which staff of the UCC School of Medical Sciences were satisfied with the organisational climate created through the organisational characteristics established in terms of the processes, structures and reward systems by the management of the University. The findings of the study are expected to inform the management of the University about the effectiveness of the established organisational characteristics in ensuring the satisfaction of the personnel at the medical school. Such information would enable the management of the University to restructure the processes and structures at the medical school to improve the satisfaction of the employees through the organisational characteristics.

Restructuring the procedures, structures and rewards systems through the findings of the study would enhance the satisfaction of personnel of the medical school and enable the University to achieve other organisational development goals such as staff retention and attraction of highly skilled and experienced personnel to run the school. In other words, the management of the University would know which of the organisational characteristics were really contributing to the satisfaction of staff of the medical school and which of them were not. The findings of the study would also form the basis for further research in organisational climate and job satisfaction and also serve as a source of literature for other studies in the area of subject.

Organisation of the Study

The study was organised into five chapters. The first chapter is on introduction. This chapter presented the background to the study, statement of

the problem, purpose of the study, research objectives, research questions, research hypothesis, delimitation of the study and significance of the study. The second chapter is on the review of literature. Some of the issues considered in the chapter were theoretical framework explaining the relationship between organisational climate and job satisfaction, concepts of organisational climate and job satisfaction, and a conceptual framework. The third chapter is on the methodology. The chapter presents the research design, study population, sample and sampling procedures, research instruments, method of collecting data, ethical consideration and data analysis. Chapter four is on the results and discussion. The chapter is organised under the research objectives. The fifth chapter presents the summary, conclusions and recommendations of the study.

Chapter Summary

This chapter presented the background to the study, problem statement, research objectives and questions, and delimitation and significance of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter presents the review of related literature. It covers the theoretical, conceptual and empirical reviews with respect to organisational climate and job satisfaction. The conceptual review focuses on the concept of organisational climate, characteristics or dimensions of organisational climate, concept of job satisfaction, and effect of organisational climate on job satisfaction.

Theoretical Framework

Concept of Job Satisfaction

The concept of job satisfaction is important to an organisation's success. It is one of the main criteria for establishing a healthy organisational environment or culture in an organisation. The concept has been widely defined by different researchers, giving it several ways of measurement. Thus, there is no single agreed upon definition of job satisfaction in the literature. Various researchers have proposed diverse definitions of job satisfaction based on their own opinions, understanding and experiences in the study of the concept regarding factors in a particular context. Nevertheless, most the definitions are closely related with the state of an individual's positive emotional reactions to a particular job as a common element.

Vroom (1964) defined job satisfaction as an effective orientation of an individual towards work roles he or she occupies. Blum and Naylor (1968) considered job satisfaction as the general attitude which results from specific

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job factors, individual characteristics and group relationships outside the job. Lofquist and Dawis (1969) also defined the concept as the function of the interaction between the reinforcement system in the work environment and the individuals' needs. Smith, Kendall and Hulin (1969) perceived job satisfaction as the feeling or affective response an individual has to aspects of the work situation.

One of the most popular definitions of job satisfaction is by Locke (1976, p. 1300), who specified that job satisfaction is "a pleasurable or positive emotional state" that is "a function of the perceived relationship between what one wants from a job and what one perceives it is offering". Locke defined the concept as a result from the appraisal of one's job or job experiences as achieving or facilitating the achievement of one's job values, and comparison of actual outcomes with desired, anticipated or deserved outcomes. Rice, Gentile and Mcfarlin (1991) also defined job satisfaction as an overall feeling about ones job or career in terms of specific facets of job or careers (e.g. compensation, autonomy and co-workers).

Spector (1997) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job. He defined job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. He explains the concept in relation to a person's attitude, or emotional response (either positive or negative) toward his or her job. According to Armstrong (2000), job satisfaction refers to how well personal expectations at work are consistent with work outcomes. Janssen (2001) explains job satisfaction to mean how an employee of an organisation feels about work. These feelings

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may be positive or negative; more positive feelings mean employee's level of job satisfaction is high. In other words, positive emotions of an employee towards workplace also describe job satisfaction.

Sempane, Rieger and Roodt (2002) equally defined job satisfaction as an individual's perception (which is influenced by his or her unique circumstances such as needs, values and expectations) of his or her job resulting from his or her evaluation of the job. Similarly, Weiss (2002) defines job satisfaction as a positive or negative evaluative judgement that a person makes about his or her job or job situation. Ivancevich and Matteson (2005) postulate that job satisfaction is the attitude individuals have towards their jobs, which result from their perception of the job and the extent to which there is a good fit between the individual and the organisation.

Fletcher and Williams (2006) cite that job satisfaction means the contentment of the employees because of their jobs. Job satisfaction is the personal evaluation of the job conditions (the job itself, the attitude of the administration, etc.) or the consequences or (wages, occupational security, etc.) acquired from the job. According to Reichers (2006), job satisfaction is the phenomenon ascertaining the contentment of the employee, when the qualifications of the job and the demands of the employees match. Armstrong (2010) refers job satisfaction to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. Armstrong further indicates that job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment.

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Parvin and Kabir (2011) describe job satisfaction regarding how content an individual is with his or her job. Job satisfaction is defined as how people feel about their jobs and different aspects of their jobs (Hedge & Borman, 2012). In other words, job satisfaction is the extent to which people like or dislike their jobs and the degree to which they feel positively or negatively about various aspects of their jobs. People should, therefore, be able to balance their specific satisfactions and dissatisfactions to arrive at a general degree of satisfaction with their jobs.

There are several factors that can influence a person's level of job satisfaction. Some of these factors are the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description or requirements) (Parvin & Kabir, 2011). If the factors are favourably met, the individual will be satisfied with his or her job and will work harder and perform better. On the other hand, if the factors are unfavourably met, the individual will be dissatisfied with job, leading to fear, anxiety and stress which are counterproductive to job performance and causing the needs of the organisation not to be met or fulfilled.

The many definitions of job satisfaction suggest the evaluation of the emotional reaction of individual work or work experience, and the assessment of overall emotional feeling from the execution of work or the work performance. They imply that job satisfaction can be described as the consequence resulting from the comparison between actual outcomes and desired, anticipated or deserved outcomes. The feeling of enthusiasm and

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happiness from job satisfaction comes from the cognitive of the personal value and the outcome of work.

The study adopted the Herzberg two-factor theory of work motivation (Herzberg *et al*., 1959) and Vroom's 1964 expectancy theory for the concept of job satisfaction.

Herzberg Two-Factor Theory

Herzberg two-factor theory helps to determine which factors in an employee work environment (organisational climate) cause satisfaction or dissatisfaction. Herzberg *et al*. (1959) found that the factors causing job satisfaction were different from those that cause job dissatisfaction. They divided need satisfaction into extrinsic (hygiene) and intrinsic (motivators) factors. The extrinsic factors depend on the salary, working conditions and job security, but there is no correlation with job satisfaction. The intrinsic factors as recognition, status and achievements are the driving force to satisfy the worker's needs for psychological growth and they have a direct relationship with job satisfaction and motivation.

Motivators involve factors built into the job itself, such as achievement, recognition, responsibility, possibility of growth and advancement. All of these as concerned with the work itself, rather than its surrounding, physical, administrative, social and environmental factors. These factors are called "motivators" because they gave rise to job satisfaction and they that will motivate employees to perform their tasks well. However, the absence of the motivators will not cause dissatisfaction. Motivators place more emphasis on job content and providing employees with work that is meaningful, challenging and interesting. It is, thus, suggested that

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management needs to focus on re-establishing work so motivators are able to work. This can be done through job enlargement, job rotation and job enrichment.

On the other hand, hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision, company policy and administration, working condition, status and security (Herzberg, 1966). Herzberg indicates that these factors do not serve to promote job satisfaction, rather their absence or deficiency can create dissatisfaction.

Thus, the two groups of factors (motivator and hygiene factors) act differently in producing satisfaction and dissatisfaction. The factors causing job satisfaction are separate and distinct from those which lead to dissatisfaction. Satisfaction and dissatisfaction appear to be independent. They are not viewed as symmetrical items on a single scale, rather they are viewed as attributes of different scales. Satisfaction is affected by motivators, and dissatisfaction by hygiene factors. Herzberg's theory has been criticised as being method bound, based on faulty research, oversimplified by the relationship between motivation and satisfaction, and inconsistent with past evidence (Locke, 1991).

The study, therefore, used the theory to understand the characteristics or dimensions of organisational climate that motivate employees to improve job satisfaction or otherwise, which affects productivity and performance of the organisation ultimately. Managers of organisations need to be aware of the motivators and hygiene factors which will help move their employees to exert superior effort toward attaining organisational goals. The theory was useful in

assessing the effect of organisational climate on the job satisfaction of staff of the UCCSMS.

Vroom's Expectancy Theory

The study also adopted the job satisfaction theory by Vroom (1964) to understand the effect of organisational climate on the job satisfaction of staff of the UCCSMS. Vroom's expectancy theory represents a comprehensive, valid and useful approach to understand job satisfaction. Vroom tries to delineate between specificity and generality of job satisfaction. The theory views people as having their own needs and expectations of what they desire from their work. It assumes that people are decision makers who choose among alternative by selecting the one that appears most desirable at the time.

Vroom equates job satisfaction with valence of a work role to its occupant. There can be different valence associated with different properties of work roles. The general valence of the work role is useful in predicting behaviour in relation to the total work role. This will indicate whether the total work role is attractive enough (positive valence) to lead an individual towards it or has a negative valence and leads an individual away from it. In Vroom's model job satisfaction reflects valence of the job to its incumbent. Thus, satisfaction should be negatively related to turnover and absenteeism.

According to Vroom, employees are motivated to exhibit positive attitudes towards their jobs when there is equity and fairness in the outcome of their inputs, apart from the other job and organisational characteristics. In other words, employees are satisfied and motivated to perform well when they know that they receive rewards which commensurate their effort (Rodrigues & Gowda, 2011). It therefore implies that employees' salaries promotion are

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dependent on performance, it provides strong motivation for employees to exert more effort in order to be promoted and earn more.

Rewards could be in the form of monetary or non-monetary incentives. The process involved in ones promotion as well as disparity in pay grades or ranges, opportunity to access other developmental or training sessions, transfers, etc. account for employees' job satisfaction. Whenever there is some level of fairness in the procedure or formula, employees feel respected and happy. According to Gohari *et al.* (2013), employees will be satisfied with their job and do their best on the job when they perceive that their hard work will receive the necessary recognition from their managers. This will positively impact the job performance of their employees and equally affect the organisational performance in the long run.

Concept of Organisational Climate

Organisational climate is a meaningful construct with significant implications for understanding human behaviour in organisations. This is because each organisation has its unique identity or personality, which exerts directional influences on behaviour. Organisational climate is defined in number of ways. It has much to offer in terms of its ability to explain the behaviour of people in the workplace. It is also referred to as situational or environmental determinants that affect human behaviour.

One of the most widely accepted definitions is by Castro and Martins (2010) who defined organisational climate as the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation and influences individuals' behaviour positively

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or negatively. Prior to that, Stone *et al*. (2006) defined organisational culture as the employees' perceptions about organisational features like decision making and norms in the workplace. Organisational culture can also be defined in terms of organisational policies, employee needs, values, and personalities.

Organisational climate is based on its employee's feeling and perception of the organisation's practices, procedures and reward systems. According to Cohen and Keren (2010), organisational culture is a set of characteristics that describe the organisation and distinguish it from other organisations; are relatively enduring over time; and influence the behaviour of people in the organisation. Although there is no precise and unitary definition of organisational climate, it is deduced from the several definitions that certain characteristics describe the construct and differentiate it from other concepts. These characteristics are as follows:

1. Organisational climate is generally considered to be a molar construct that can change over time.

2. It is perceived by and shared among organisational members, which can result in consensus among individuals.

3. It consists of global impressions of the organisation that members form through interacting with each other and organisational policies, structures and processes.

4. Organisational climate perceptions are descriptions of environmental events and conditions rather than evaluations of them.

5. It refers to the 'feeling of an organisation'.

6. It can potentially influence an individual's behaviour.

Organisational climate consist of factors that meet the emotional needs of staff of the organisation. The factors include internal organisational communication, organisational policies, organisational structure, responsibility, reward, risk, employee needs, values, and personalities. Therefore, Singh *et al*. (2011) describe organisational climate as defined as employees' shared perception in their work environment. These factors, according to the authors, interact to reflect the size, structure, system and complexity, leadership style, physical environment and goals of the organisation which signify organisational culture.

Organisational climate is viewed by Schneider, Ehrhart and Macey (2013) as a system comprising the following elements:

1. Determinants - there are three major forces affecting organisational climate as given below.

    a. Management systems

    b. Individual manager practices

    c. Norms and values of the work group

2. Climate profile - this is represented by a set of the following six statistically validated dimensions.

    a. Clarity (i.e. individuals degree of understanding of organisational goals and policies

    b. Commitment (i.e. dedication to goal achievement)

    c. Standards (i.e. management's emphasis on high standards of performance)

    d. Responsibility (i.e. the degree to which employees feel personally responsible for their work)

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e. Recognition (i.e. feeling that people are recognised and rewarded for good work)

f. Teamwork (i.e. feeling of belonging to the organisation characterised by cohesion, mutual warmth and support, trust and pride)

3. Consequences - these are the three primary results of the organisational climate

a. Motivational arousal (or the creation of particular psychological status that pre-dispose an individual to behave in certain ways)

b. Employees' health and retention

c. Organisational performance and development

For the purposes of this study, organisational climate is the shared perceptions, feelings and attitudes that employees have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation's culture and influences individuals' performance positively or negatively. These include the set of policies, norms, practices and procedures in the organisation. It, thus, cuts across leadership practices, communication practices, working relationship among organisational members and decisions of'' the organisation.

Characteristics (Dimensions or Indicators) of Organisational Climate

There is no common set of dimensions or characteristics or indicators for organisational climate for different situations. Researchers whose work centre on organisational climate have assessed the specific organisational

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climate in which they are interested in, rather than develop a unitary measure or dimension of organisational climate. This notwithstanding, the indicators of organisational climate from most of the studies are related.

Afalobi (2005) proposed six dimensions of organisational climate which are leadership, motivation, communication, decisions, goals, and control, while Aarons and Sawitzky (2006) proposed seven organisational climate dimensions which are conformity, responsibility, standards, rewards, organisational clarity, warmth and support. Castro and Martins (2010) postulated that the indicators of organisational climate are clarity, commitment, standards, responsibility, recognition and teamwork. Singh *et al.* (2011) explained the indicators in terms of structure, size, complexity, leadership style, and goal direction. Akula and Talluri (2013) described the characteristics of organisational climate as follows:

1. Disengagement: Degree to which a group is out of gear with task at hand

2. Hindrance: Degree to which feelings of being burdened with routine duties exist when work is not being facilitated

3. Esprit: Degree to which social needs are being satisfied, degree to which one enjoys a sense of task accomplishment

4. Intimacy: Degree to which social needs are being satisfied, but not associated with the task accomplishment

5. Aloofness: Degree to which the leader's behaviour is formed and impersonal

6. Production emphasis: Degree to which there is close supervision

7. Thrust: Degree to which there are efforts on the part of the leaders to get the organisation moving

8. Consideration: Degree to which there is an inclination to treat members as human beings.

Schneider *et al.* (2013) categorised organisational climate dimensions broadly into two, namely managerial factors and agent factors. Managerial factors included managerial support (managers take an active interest in the progress of their employees), managerial structure, and new employee concern with regard to selecting, hiring and training. Agent factors cover intra-agency conflict (understand managerial authority), agent independence, and general satisfaction with on and off their jobs. Additionally, Shukla and Pareta (2013) put the characteristics of organisational climate into structure, consideration/warmth/support, autonomy, and reward.

Meanwhile, Tiwari (2014) considered decision making, human resource primacy, motivational conditions, and communication flow as the dimensions of organisational climate. Reena and Poonam (2014) assert that timely decision making, upward information requirement, top management receptiveness, induction and or promotion of those outside the organisation, formalisation, selection criteria based on ability, job pressure, subordinate development, teamwork, inter-group co-operation, chain of command, information distortion and suppression, general communication, definition of work make up the dimensions or characteristics of organisational climate.

Considering the numerous but related characteristics or dimensions of organisational climate itemised by various authors, Reena and Poonam tried to group all under three broad categories:

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1. Organisational Structure: It is the basic framework that conditions the organisational climate and refers to the characteristics of the total organisation in terms of size, span of management, degree of decentralisation, line-staff structure, number of levels in organisational hierarchy and the shape of organisational structure, etc.

2. Leadership functions: It refers to the formal actions of the executive of a company that are intended to motivate the employee, including the system of reward and punishment, employee benefit programme, incentive pay plans, level of supervision, exercised by the middle and lower levels of the managerial hierarchy, etc.

3. Individual behaviour: It refers to the attitude and the feelings of employee about fellow employees, job experience and the organisation, etc.

The Effect of Organisational Climate on Job Satisfaction

There are many elements that exert influence on the climate in every organisation. In some organisations, factors like structure or purpose play a prominent role, whereas in other organisations, it is the level of technology or interpersonal relationships that influence the climate in that organisation. Organisational climate and job satisfaction are distinct but related constructs. Organisational climate is focused on organisational/institutional attributes as perceived by employees, while job satisfaction addresses perceptions and attitudes that employees have about their work. Literature reveals that there is a direct relationship between organisational climate and job satisfaction. The onus lies on human resource managers to improve the level of job satisfaction

and subsequently motivation and performance of individuals through improving the organisational culture.

Peek (2003) found that organisational climates that exhibit characteristics such as having a high degree of autonomy, providing opportunities for employees, nurturing relationships among employees, showing interest in and concern for their employees, recognising employees' accomplishments and holding employees in high regard result in more satisfied workers. Subsequently, Peek studied the relationship between organisational climate and job satisfaction as reported by institutional research staff at Florida community colleges. The organisational climate factors with the highest perceived levels were professional development opportunities, evaluation and internal communication. Generally, overall satisfaction with organisational climate was quite high. The highest rated factors for job satisfaction were professional effectiveness, relationship with supervisor, relationship with peers, and relationship with subordinates.

Gray (2007) concluded that organisational climate consists of eight dimensions: (1) Free expression of ideas (2) Free expression of concerns (3) Freedom to question (4) Participation in defining goals and objectives (5) Intrinsic satisfaction derived from the work itself (6) Innovation (7) Purposive threat and (8) Environment threat. The first six dimensions are positive factors and Gray refers to them as voluntarism. In general, the more voluntarism there is, the better the climate will feel to most of the employees in an organisation. The last two are, however, negative and are likely to depress the perception of the climate as benign.

Effective communication is important in ensuring favourable organisational climate. Communication in organisations can take the form of non-verbal, oral and written communication for sharing facts and opinions (Akula & Talluri, 2013). Gohari *et al*. (2013), thus, caution that human resource managers need good interpersonal skills to communicate effectively with employees and customers of the organisation. They further indicate that effective communication is the only process that will inform, educate and bring about the cooperation needed for cultural change. Effective, open lines of communication are essential within any organisation; without them, it is essentially impossible for the organisation to perform adequately.

However, differences in conversational and linguistic styles between men and women often create communication barriers. Particularly important to effective communication is the differences in handling communication between males and females because of social norms. Therefore, organisational leaders need to be proactive in creating an open and ethically based pattern to ensure that individual and group networks are supportive of the formal employee network, and not in conflict with it (Reena & Poonam, 2014). Shukla and Pareta (2013) examined the relationship between organisational climate and job satisfaction and found that job satisfaction among individuals in this position was strongly related to organisational climate; and this relationship was most significant among the organisational climate factors institutional regard for personal concern, relationship with co-workers, and salary and benefits.

Opportunities for training, development and growth also affect organisational climate of an organisation. The direction of an employee's

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career, over time, could be influenced by many factors such as the economy, availability of jobs, political changes, skills acquisition, personalities, family status and job history. Career development is a formal approach by the organisation to ensure that employees with proper qualifications and experience are available when needed. The organisation must support career development and be committed to it to realise this goal. To ensure a positive influence on the organisational culture, Tiwari (2014) advises that employees should be promoted into vacant positions than to recruit from outside the organisation.

Research has shown that the importance that school districts and institutions place on professional development is strongly association with job satisfaction, decreased levels of employee turnover, and increased educational effectiveness. When schools affirm the importance of providing avenues for self-improvement that also enhance the productivity of the institution, the benefits are increased morale and faculty job satisfaction. Zulfqar, Valcke and Devos (2016), in their study on development intervention in higher education revealed that majority (73%) of respondents perceived organisations professional development opportunities as highly encouraging. The internal promotion in majority (77%) organisations was encouraged, while organisational management was not sensitive. Rai (2014) had already found that 18 per cent of the total employees were satisfied with the career growth opportunities provided to them, while 22 per cent were neutral and 60 per cent were dissatisfied. She further suggested that the company should go for some programmes like career development, and career planning.

Nel *et al*. (2015) explain that remuneration and benefits to organisation influence employee motivation in a positive manner, which will lead to improved organisational performance and strategy. In this regard, salaries are considered a significant source of job satisfaction although its significance varies in terms of the labour market, economic conditions and allied factors. Fringe benefits are also an important factor in job satisfaction. Chepkwony (2014) believes that promotion is inextricably linked to organisational climate. The criteria for promotion generally border on productivity, service to the institution and favourable evaluations. This is likely to result in job satisfaction on the part of the recipients of promotion, but also an overall increased sense of morale and positive organisational climate.

Empirical Evidence

A lot of studies have been carried out in relation to organisational climate and job satisfaction. For example, Gratto (2001) extended this research to study the relationship between organisational climate and job satisfaction for directors of physical plant on college campuses. An electronic survey was disseminated to the college physical plant directors belonging to the Association of Higher Education Facilities Officers; the study achieved a response rate of 37 per cent. An analysis of the responses indicated that the organisational climate factors which most significantly relate to job satisfaction were regard for personal concerns, internal communication, organisational structure and evaluation.

Continuing with this trend, a subsequent research study explored the relationship between organisational climate and job satisfaction as reported by

branch campus executive officers in multi-campus community college systems (Bailey, 2002). A survey measuring the variables of interest was distributed to all campus executive officers of multi-campus community colleges listed in the Higher Education Directory. A total of 199 surveys were returned out of 429 that were sent out, resulting in a response rate of 46 per cent. Results indicated that the organisational climate variables of regard for personal concerns and evaluation were the most strongly related to job satisfaction. Further, internal communication was the greatest predictor of overall satisfaction, followed by regard for personal concerns, professional development opportunities, and low levels of political climate.

A study by Bhutto, Laghari and Butt (2012) investigated the relationship between measures of organisational climate and measures of job satisfaction as applied to executives of public, private and foreign banks. It also determined the perceptions of different employees are different about organisational climate and job satisfaction. Based on the quantitative nature of the research, Bhutto *et al*. adopted both descriptive and analytical approaches in which the quantitative tools (Box plotting, Stem and leaf display, line Graphs and Spearman's rank correlation coefficient, Kruskal Wallis test and Multiple Regression analysis) were used to analyse the data. Data were collected through personally administered questionnaire. Two hypotheses were formulated and tested through Kruskal Wallis test, whereas multiple regression analysis were used to investigate the impact of organisational climate on job satisfaction.

Okoya (2013) studied organisational climate and performance in Nigerian high growth small- and medium-term enterprises (SMEs). The study

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explored the dynamic interaction between organisational culture and high growth SME performance in Nigeria. This relationship was investigated empirically using four conceptual principal constructs which are leadership, organisational strategy, human resource management practices and entrepreneurial orientation.

Methodologically, a triangulation procedure was applied in order to afford both rich context and scaled datasets. Mixed method approach was adopted. Sampling from the national database maintained by Small Medium Enterprises Development Agency of Nigeria, the study collected data through in-depth interviews conducted with senior executives of sample organisations and survey questionnaire to 300 employees within two Nigerian high growth SMEs. The qualitative data were analysed through thematic analysis, while the quantitative data were analysed through descriptive statistics, correlation and multivariate regression analysis. The results showed direct effects of organisational factors (leadership, strategy, human resource management practices and entrepreneurial orientation) on organisational climate. The relationship between organisational climate and performance was significantly positive, while the direct effect of some human resource practices on organisational outcomes such as efficiency (training and efficiency, employee involvement and efficiency) was negative.

Ahmed, El Molla and Abed (2014) also assessed the effect of organisational climate on job satisfaction of clinical instructors at the Faculty of Nursing of the Cairo University. They adopted a descriptive exploratory design to achieve the aim of the study. The data was collected through questionnaire that consisted of three parts - the socio-demographic data,

organisational climate, and job satisfaction. The study revealed that 63 per cent of the sample had moderate perception of organisational climate, and 55 per cent of sample has moderate level of job satisfaction. There was statistically significance difference in perception of female than male with organisational climate (t=2.856, p=.005). There was also no statistically significance difference between gender and job satisfaction (t=.293, p=.770). There was highly positive correlation between overall job satisfaction and organisational climate (r=.679, p=.000). In addition, there was highly significant effect of organisational climate on job satisfaction [ß=(.679), (t=10.052), (p=.000)].

The study concluded that the clinical instructors had moderate level of job satisfaction and organisational climate. There was positive correlation between organisational climate and job satisfaction dimensions. The study also showed that there was no statistically significant difference between socio-demographic data and organisational climate and job satisfaction, except that the females had a positive perception of organisational climate than the males. Additionally, there was a strongly effect of organisational climate on job satisfaction.

Nazir (2016) aimed at assessing the organisational climate and job performance of staff of Department of Agriculture, Andaman and Nicobar Islands. Specifically, the study assessed the perception of respondents regarding organisational culture and job performance, relationship between the two concepts and organisational problems related to the two concepts. The study collected the data with the adoption of interview schedules. Frequencies, percentages, mean and standard deviation were used in reporting the results of

the study. Pearson correlation was used to analyse the relationship between the concepts.

The findings of the investigation revealed that most of the respondents favoured old age category, educational qualification of twelfth pass, belonged to the high pay scale category with high experience. Majority of the respondents also favoured high level of training undergone. Most of the respondents believed that there was medium scope for recognition, reward and incentives in the Department of Agriculture. Majority of staff had light workload and high level of empathy. Most of the staff expressed the level of job satisfaction as average. Majority of the staff had medium level of information seeking behaviour and high level of extension service orientation and in the same way majority of the respondent perceived medium level of career or professional growth. Most of the staff perceived the organisational climate as medium and high, whereas a small percentage perceived the organisational climate as both low and very high.

Most of the staff in the Department of Agriculture, Andaman and Nicobar Islands had high level of job performance, followed by very high job performance. The independent variables, namely scope for recognition, reward and incentives, empathy, job satisfaction, information seeking behaviour and extension service orientation had positive and significant correlation with perceived organisational climate, whereas the variable work load had a significant but negative correlation with the dependent variable organisational climate. The independent variables, age, educational qualification, salary, experience, training undergone and career or professional growth had no significant correlation with organisational climate.

On the other hand, the independent variables, namely educational qualification, training undergone, scope for recognition, reward and incentives, empathy, job satisfaction, information seeking behaviour, extension service orientation and career or professional growth showed positive and significant correlation with job performance of the staff, whereas the variable workload had a significant but negative correlation with the dependent variable job performance. The independent variables - age, salary and experience - had no significant correlation with job performance. Major problems perceived by majority of the staff included lack of proper transparent promotion and transfer policy in the Department, shortage of field staff, lack of basic necessities like toilet facilities and other infrastructural problems like dilapidated condition of many depots and office buildings and delay in receiving agricultural inputs and that too many of the times inputs were sent not as per the requirements. The important suggestions expressed by majority of the staff were that the department portal should be upgraded and updated for transparency in transfer and promotional policies, all the vacant posts should be filled up and timely promotion should be given in addition to that new posts should be created at all levels and steps should be taken for repair, renovation and addition of toilet facilities with all office, farm and depot buildings wherever these facilities were lacking.

Conceptual Framework

This section presents the conceptual framework for the study. Organisation climate has been characterised to influence job satisfaction. This implies that organisational climate can either cause satisfaction or dissatisfaction of employees depending on the kinds of indicators being implemented by the organisation.
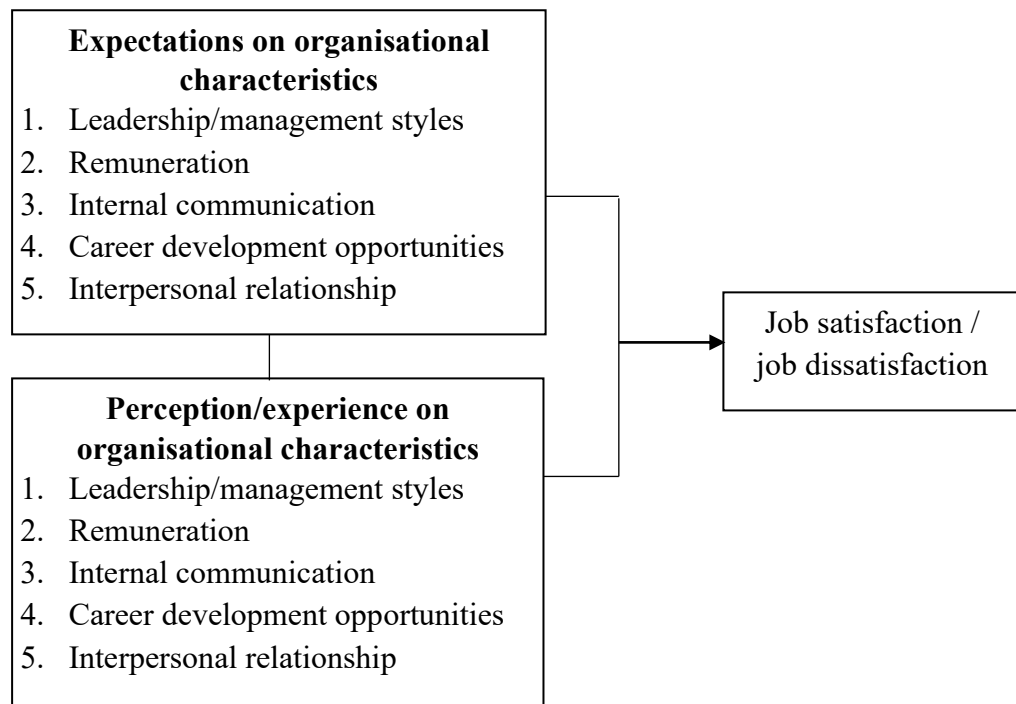
Figure 1: **Framework for analysing the effect of organisational climate on job satisfaction.**

Source: Author's construct, Dampson (2018)

From Figure 1, the dimensions of organisational climate are leadership/management styles, remuneration (salaries and rewards), internal communication, training and development opportunities, and interpersonal relationships (teamwork or team spirit). Job satisfaction, on the other hand, is the phenomenon ascertaining the contentment of the employee and appearing

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when the qualifications of the job and the demands of the employees match (Rane, 2011).

In line with this definition, job satisfaction would be handled as the consequence resulting from the comparison between the expectations of the employee from his job and the job in question which is performed. The consequence may emerge as satisfaction or dissatisfaction of the employee from the job. In other words, the level of job satisfaction of employees is a derivation from the comparison between their expectations about the organisational climate prior to their engagement in an institution and their actual experiences of the organisational climate. A positive outcome of such a comparison will result into job satisfaction, while a negative outcome will result into job dissatisfaction.

Chapter Summary

Both organisational climate and job satisfaction have been defined by scholars and researchers in different ways. Organisational climate, which serves as a measure of individual perceptions or feelings about an organisation, influences job satisfaction. There are several characteristics or indicators or dimensions of organisational climate which have the potential to influence the level of job satisfaction. These include organisational structure, procedures and policies, opportunity for personal growth, development and advancement, span of supervision, level of relationships and communications. Employees are motivated to exhibit positive attitudes towards their jobs when there is equity and fairness in the outcome of their inputs, apart from the other job and organisational characteristics or dimensions. Thus, identifying which

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organisational factors make employees satisfied or dissatisfied becomes key to

job satisfaction which improves organisational productivity or performance.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter describes the methods used to collect and analyse the data to arrive at the findings. The chapter was organised under the research design, study population, sample and sampling procedure, research instrument, method of data collection, field challenges, ethical consideration, and data analysis. The chapter also presented a brief description about the UCCSMS.

Study Area

The University of Cape Coast was established in October 1962 as a university college by the late Osagyefo Dr. Kwame Nkrumah, the first President of the Republic of Ghana, and was placed in a special relationship with the University of Ghana, Legon. It was then called University College of Cape Coast. On October 1, 1971, the college attained the status of a full and independent University, with the authority to confer its own degrees, diplomas and certificates by an Act of Parliament, the University of Cape Coast Act 1971 (Act 390) and subsequently the University of Cape Coast Law 1992 (PNDC Law 278).

The University was established at a period when the country needed qualified and skilled manpower in the teaching and development of the nation's capital. Its original mandate was to train graduate professional teachers for Ghana's second cycle institutions and the Ministry of Education. Today, the university has added to its functions, the training of educational

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planners, administrators and agriculturalists in an effort to strengthen its educational and leadership sector.

It started with two departments, namely Art and Science and these two departments developed into faculties in 1963. In 1964, the University created two other faculties – Education and Economics and Social Studies now Faculty of Social Sciences. Later in 1975, the school of Agriculture was established as the fifth faculty. The faculty of Science was split into the schools of Physical and Biological Sciences during the 2002/2003 academic year, while the Department of Business Studies, then under the faculty of Social Sciences was elevated to the status of faculty and named School of Business with effect from the 2003/2004 academic year.

As part of the University's efforts to address the problem of the shortfall of health professionals, especially doctors, in the country and contribute to the achievement of the United Nations' Millennium Development Goals, it established a School of Medical Sciences in 2007 to produce doctors to supplement the efforts of the then three Medical Schools in the country. The UCCSMS runs an integrated curriculum that is innovative, student-centred, community oriented and problem-based. Until recently, UCCSMS only run one undergraduate degree programme, which is Bachelor of Medicine and Bachelor of Surgery (MB ChB). The School now runs an M.Phil programme in Infection and Immunity and has been accredited by the Ghana College of Physicians and Surgeons to run postgraduate clinical training toward the award of membership (clinical specialist grade). UCCSMS has the Cape Coast Teaching Hospital as its main clinical teaching site in

addition to other hospitals and health centres within the Central Region of Ghana.

In August, 2013 the first batch of forty-two (42) medical doctors graduated from UCCSMS and were sworn in by the Ghana Medical Dental Council. Currently, the School has graduated six batches of medical doctors and produced a total of two hundred and ninety-nine (299) doctors who can be found working mostly in Ghana, with a few elsewhere across the globe. UCCSMS has a relatively younger faculty but is challenged with inadequate physician specialist in most departments/specialties and as a result rely heavily on part-time faculty to fill this gap.

UCCSMS was purposively selected for this study because it is currently ranked as one of the best medical schools in the country despite being the youngest medical school among those that are currently producing medical doctors in the country.

Research Design

According to Yin (2009), the function of a research design is to ensure that the evidence obtained enables the researcher to effectively address the research problem as unambiguously as possible. Quantitative research design was adopted for the study. This was to help use customised data gathering methods in collecting a wide range of data from a large number of respondents with concentration on the quantity of responses (McMillan & Schumacher, 2014) to examine the relationship between organisational climate and job satisfaction among employees of the UCCSMS using a correlational design.

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The study further adopted a descriptive design to help answer specific questions concerning the current status of the subject matter of study (McMillan & Schumacher, 2014). Descriptive design helps to describe essential findings in a rigorous way that is free from distortion and bias (Bradbury-Jones, Irvine & Sambrook, 2010). Clark and Springer (2007) explained descriptive study as involving the collection of data in order to either test hypothesis or to answer questions concerning the current status of the participants of the study. It is in real sense, report of exactly the way things are or what has been. It aims at increasing knowledge and understanding as well as establishing relationships. It therefore calls for the need to gather relevant and appropriate data as well as analyse and interpret data. It is the type of research study in which information is collected without changing the environment, that is, nothing is manipulated. The study adopted the descriptive study design to enable the researcher describe the current organisational climate of the School Medical Sciences and how it is influence the job satisfaction levels of the staff.

Study Population

The population of the study comprised staff of the UCCSMS. It comprised both academic and non-academic staff of the School. Records from the Directorate of Human Resources, UCC show that there are a total of 169 personnel at the UCCSMS. This suggested that the population of the study was 169.

Sample and Sampling Procedure

The sample size for the study was estimated using the sample size formula for a finite population by Israel (2009).

$$n = \frac{N}{(1 + Ne^2)}$$

n = required sample size

N = population (Number of personnel at School of Medical Sciences = 169)

e = confidence level (0.05)

By using the formula, a population of 169 requires a sample size of 119 to ensure statistical representativeness. Simple random sampling was used to sample the respondents for the study. The aim was to give each member in the population an equal opportunity of getting selection into the sample (McMillan & Schumacher, 2014). With the simple random sampling, the researcher secured the list of staff of the UCCSMS from the Faculty Officer. The names of staff were written on equally-sized papers and folded into a bowl. The papers were shuffled for some time to ensure that they were not in any pre-determined position. The draws were made in sequence without replacement until the sample size was attained. The name of the staff selected in each draw was noted and subsequently compiled.

Sources of Data

Data for the study was obtained from both primary and secondary sources. The primary data source was obtained from the staff of the UCCSMS. The secondary data, on the other hand, were gathered from the internet, books, journals, articles and publications related to organisational climate and job

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satisfaction. Primary data was selected to help provide original, relevant and highly accurate information on the study while secondary data was used to give the frame of mind on the direction of the study (McMillan & Schumacher, 2014).

Research Instrument

Questionnaire was used as the instrument for collecting data from the respondents. This is because it provides a quick and efficient way of obtaining large amounts of information from a large sample of respondents (McMillan & Schumacher, 2014). Questionnaire was used because the researcher perceived the respondents as literates who could read, understand and administer the research instruments themselves without the involvement and interpretation from the researcher. The questionnaire was organised into four sections. The first section was on the background characteristics of the respondents. Some of the issues considered under the section were gender, age and portfolio. Section two was on the organisational characteristics that determine the organisational climate. Issues captured under the section included leadership style, remuneration, career development, internal communication, and interpersonal relationships.

The third section of the questionnaire was on the level of job satisfaction of the employees. Some of the issues to be considered under the section are satisfaction with remuneration, leadership style and career development opportunities. Section four of the questionnaire focused on the effects of organisational climate on the level of job satisfaction of employees. The section covered issues on how staff of UCCSMS were motivated to

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increase performance, their willingness to remain working with the School, as well as their commitment to processes of the School. A Five-point Likert scale type of questions was used in the questionnaire. Likert scale enables respondents to choose the option that best supports their opinion with respect to issues (Bradbury-Jones *et al*., 2010), and in this case, organisational climate and employee satisfaction issues. Grigoroudis & Sikos (2002) stipulates that five Likert scales are typical while Lassitz and Greche (1975), in an investigation of the effects of scale points on reliability, concluded that five points or more being more reliable and that scale reliability increases with the number of intervals. All the questions were close-ended to facilitate easy aggregation of the responses.

Method of Collecting Data

Questionnaire administration was used as the data collection method for the study. The researcher informed and sought permission from the management of the UCCSMS with the aid of an introductory letter obtained from the Department of Management, UCC, which was enclosed with a copy of the questionnaire for the study. The letter stipulated the title and purpose of the study, as well as the identity of the researcher. This was done to enable the School make an informed decision regarding participation in the study. After a thorough review of the letter and sample questionnaire by the management of the School, permission was granted to the researcher to commence data collection.

Following the approval, the researcher obtained the list of staff of the UCCSMS and proceeded to sample and identify the sampled respondents. He

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subsequently introduced himself to them and sought their consent of participation before the questionnaires were issued to them. The respondents were given a week to administer the questionnaire. This was to allow them ample time to administer the questionnaire without interfering with their job schedules. The researcher then went back, after the stipulated time, to the respondents to retrieve the administered questionnaires. Respondents were unable to meet the timeline were allowed some additional time to administer the questionnaire.

Field Challenges

Some of the challenges encountered during the data collection exercise were difficulties in meeting some of the respondents as a result of their tight schedules, scepticism on the part of some respondents about the study as well as initial reluctance to participate in the study. Others were misplacement of the questionnaire, and delays in administering the questionnaire within the allotted times.

Ethical Considerations

Some key ethical protocols were upheld in this study. Participants were firstly informed in clear terms the purpose of the study to help them arrive at the decision as to whether or not to participate in the study before any data was gathered from them. Also, the respondents were assured of anonymity and confidentiality of their responses. As a result, no data was collected on the personal identities of the respondents. Respondents were given ample time to administer the questionnaire as well as the freedom to quit at any point of the questionnaire administration.

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Data Analysis

The data was processed using Statistical Product for Service Solutions (SPSS version 21). The data was analysed based on the research objectives or questions. Descriptive statistics such as means, standard deviation, frequencies and percentages was used to analyse the data for all the research questions. Inferential analysis such as chi square test of independence and simple linear regression were also used to analyse the data. Simple linear regression was chosen for the study to help explain variations in job satisfaction of staff that could be attributed to variations in the organisational climate of the UCCSMS and to quantify the strength of the relationship between the two variables. This type or regression is referred to as simple linear regression because only one explanatory variable (organisational climate) is used in modelling the relationship. An error margin of five per cent was used for all inferential analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This section presents the results and discussion of the data gathered from the field. The chapter is organised under the background characteristics of respondents, organisational characteristics that determine the organisation climate, level of job satisfaction of the employees, and effect of organisational climate on level of job satisfaction of employees.

Background Characteristics of Respondents

This section presents the background characteristics of respondents. Some of the issues considered under the section were gender, age, and number of years working at the UCCSMS. From the study, the majority (59.5%) of the respondents were males, while 40.5% were females. Table 1 presents the age cohorts of the respondents.

Table 1: Age characteristics of respondents

Age cohorts (years)	Frequency	Percentage
21 – 30	18	15.1
31 – 40	45	37.8
41 – 50	30	25.2
51 – 60	19	16.0
Above 60	7	5.9
Total	119	100

Source: Field survey, Dampson (2018)

From Table 1, 15.1 per cent of the respondents were aged between 21 and 30 years, 37.8 per cent were within 31 and 40 years of age, 25.2 per cent were within 41 and 50 years of age whereas 16.0 per cent were within 51 and 60 years of age. The Table further shows that 5.9 per cent of the respondents were above 60 years of age, which implies that they were above the formal working age in Ghana of a maximum ceiling of 60 years. The mean age of the respondents was 39.3 years with a standard deviation of 9.3. Results from the table also showed that the majority (63.0%) of the respondents were within the active working age group of 31 – 50 years. The implication is that such people might have worked for some period of time and had gained much experience to advance the course of their organisations (Afalobi, 2005).

The respondents were also asked to indicate their designation in the university. This was important because various designations come with different job criteria and working conditions which could shape their perceptions and experiences with the organisational climate of the UCCSMS. The results are presented in Table 2.

Table 2: Designation of respondents

Designation	Frequency	Percentage
Junior staff	32	26.9
Senior staff	49	41.2
Senior members	38	31.9
Total	119	100.0

Source: Field survey, Dampson (2018)

Table 2 shows that 26.9 per cent of the respondents were junior staff, 41.2 per cent were senior staff, whereas 31.9 per cent were senior members. Thus, the senior member staff designation constitutes the management in various capacities of the UCCSMS, while senior staff designation are middle level staff who assist the senior members in administering various roles of the university. The senior staff category of staff also supervises the junior staff in the execution of their roles and responsibilities. The junior staff category is the lowest level staff category in the university with the responsibility of doing cleaning, errands and assisting senior staff in some administrative roles. It is expected that the differences in the functionalities of the various categories staff could influence their level of job satisfaction resulting from the organisational climate they experience.

Another issue considered under the background of the respondents was the number of years the respondents had worked at the UCCSMS. This was important because the number of years a worker has experienced the organisational climate could affect their level of satisfaction. The results are presented in Table 3.

Table 3: Number of years working at UCCSMS

Number of years	Frequency	Percentage
1 – 3	24	20.2
4 – 6	53	44.5
7 – 10	33	27.7
Above 10	9	7.6
Total	119	100.0

Source: Field survey, Dampson (2018)

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Table 3 shows that 20.2 per cent of the respondents had worked with the UCCSMS for within 1 – 3 years, 44.5 per cent had worked with the school for within 4 – 6 years, whereas 27.7 per cent and 7.6 per cent had respectively worked with the school for within 7 – 10 years and above 10 years. The mean number of years the respondents had worked with the UCCSMS was 5.7 years with a standard deviation of 0.73. The result showed that the respondents had worked at the UCCSMS for multiple years and as such could have gained multiple experiences with organisational climate and characteristics to appreciate their effect on them.

Organisational Characteristics that Determine the Organisation Climate

The first research objective sought to examine the organisational characteristics that determine the organisational climate at the UCCSMS. Some of the issues presented under this section were leadership style, remuneration, career development opportunities, and interpersonal relationships. Table 4 presents results on the extent to which the respondents perceived that leadership style determined organisational characteristics at the UCCSMS.

**Table 4: Leadership style determining organisational climate**

Response	Frequency	Percentage
Strongly agree	31	26.0
Agree	50	42.0
Disagree	24	20.2
Strongly disagree	14	11.8
Total	119	100.0

Source: Field survey, Dampson (2018)

From Table 4, the majority (68%) of the respondents agreed that leadership style determined organisational climate, while 32 per cent disagreed. The results are in agreement with the assertion of Okoya (2013) that leadership style forms a critical part of the organisational characteristics that determine the organisational climate of any institution. This was because organisations are driven by the vision and goals of the management, and the implementation any programmes and activities towards the achievement of such goals and vision are directly driven through the leadership style. As a result, Fisher et al. (2007) report that a change in leadership mostly causes a significant change in organisational climate due to changes in management styles.

Another issue examined as a determining factor to organisational climate at the UCCSMS was remuneration (see Figure 2). The Figure shows that the majority (53.4%) of the respondents agreed that remuneration is part of the organisational characteristics that determines the organisational climate at UCCSMS, whereas 37.4 per cent disagreed. The results corroborate with the conceptual framework and the assertion of Akula and Talluri (2013) that the

dimensions of organisational climate include remuneration (salaries and rewards), leadership styles, and interpersonal relationships. According to Nel et al. (2015), remuneration and benefits to organisation influence employee motivation, performance, and their willingness to remain with or switch to other organisations. This suggests that the level of satisfaction of employees with the remuneration received from the UCCSMS will partly determine their willingness to remain or switch to other departments and colleges in the UCC or other organisations.
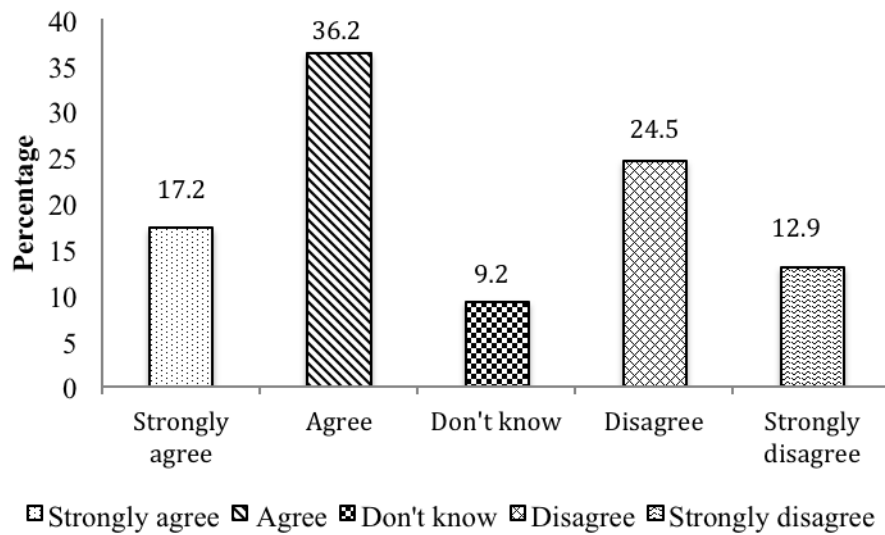
Figure 2: Remuneration as organisational characteristic that determines organisational climate

Source: Field survey, Dampson (2018)

It must however be noted that quite significant proportion (37.4%) of the respondents did not consider remuneration as part of the organisational characteristics that determined the organisational climate at UCCSMS. This was largely attributed to the fact that remunerations are determined primarily at the university-wide level, and irrespective of the section an employee finds himself or herself will receive similar remuneration.

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The study also examined the extent to which the respondents considered career development opportunities as an organisational characteristic that determined organisational climate of UCCSMS. The results are presented in Table 5.

Table 5: Career development opportunities as organisational characteristic determining organisational climate

Response	Academic Freq. (%)	Non-academic Freq. (%)	Total Freq. (%)
Strongly agree	19 (43.2)	10 (13.3)	29 (24.4)
Agree	25 (56.8)	20 (26.7)	45 (37.8)
Disagree	-	29 (38.7)	29 (24.4)
Strongly disagree	-	16 (21.3)	16 (13.4)
Total	44 (100.0)	75 (100.0)	119 (100.0)

$\chi^2 = 73.8$ p-value = 0.001   df = 1

Source: Field survey, Dampson (2018)

Table 5 shows that the majority (62.2%) of the respondents agreed that career development opportunities was an organisational characteristic that determined the organisational climate at the UCCSMS, whereas 37.8 per cent disagreed. The Table further shows that while all the academic respondents agreed that career development opportunities determined organisational climate 40 per cent of the non-academic staff agreed. Thus, the majority (60%) of the non-academic staff disagreed that career development opportunities was an organisational characteristic that determined the organisational climate at the UCCSMS.

The differences in the results between academic and non-academic respondents could be attributed to the fact that the academic staff had their

advanced learning programmes approved and sponsored from the UCCSMS, while the non-academic staff had theirs approved from the university-wide level. As a result, the non-academic staff did not consider the UCCSMS as a place where the one's career development opportunities could be guaranteed. The results are in consonance with the assertion of Akula and Talluri (2013) that employees' experiences shape their perceptions about organisational climate.

A chi square test of independence was performed about the significance of association between academic and non-academic with respect to career development opportunities being an organisational characteristic for determining organisational climate. From Table 5, a chi square value of 73.8 (p-value = 0.001, degree of freedom = 1) shows that there was significant association between academic and non-academic staff on their perception on the influence of career development opportunities on organisational climate at UCCSMS. This was because the p-value of 0.001 was within the acceptable error margin of 0.05.

Another issue considered under the section was internal communication/ reporting system. From the study, all the respondents agreed that internal communication / reporting system is an organisational characteristic that determined the organisational climate at the UCCSMS. The result is in consonance with the assertion of Castro and Martins (2010) that the style and channels of communication are essential organisational feature that are central in defining the organisational climate of any organisational setup.

Nazir (2016) added that it is the reporting system that determines the level of employees' engagement with each other vertically (across various

levels of authority or power) and horizontally (across sections and departments) to create an organisational climate for business organisations. The implication is that a well-structured communication/reporting system at the UCCSMS will help to promote a positive organisational climate that will enable staff to interact to drive the achievement of its goals and objectives. Thus, Shukla and Pareta (2013) posited that it is through the level of functionality of the internal communication structures of business organisations that creates the kind of environment for workers to interact in the operational delivery processes.

The respondents were also asked to describe how interpersonal relationships as organisational characteristic determines the organisational climate at the UCCSMS. The study found that all (100%) the respondents agreed that interpersonal relationships was an organisational characteristic that determined the organisational climate of the UCCSMS. The results show staff of the UCCSMS valued or perceived interpersonal relationship as important in creating the necessary organisational climate or environment for operational activities to take place. According to Rodrigues and Gowda (2011), interpersonal relationships in business organisation are informal and unstructured communication system that create the environment for workers to operate.

A conducive working climate created through informal interpersonal relationships is the underlying element determining the effective utilisation of the formal communication structures of business organisation (Schneider et al., 2013). As a result, Shukla and Pareta (2013) suggested more attention should be given to informal relationships through conflict resolution structures

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and mechanisms among workers to enhance the effectiveness of the formal structures in creating a favourable working and organisational climate for workers to operate in.

The study further examined the perception of the respondents about performance quality standards as an organisational characteristic determining the organisational climate at UCCSMS. The results are presented in Figure 3.
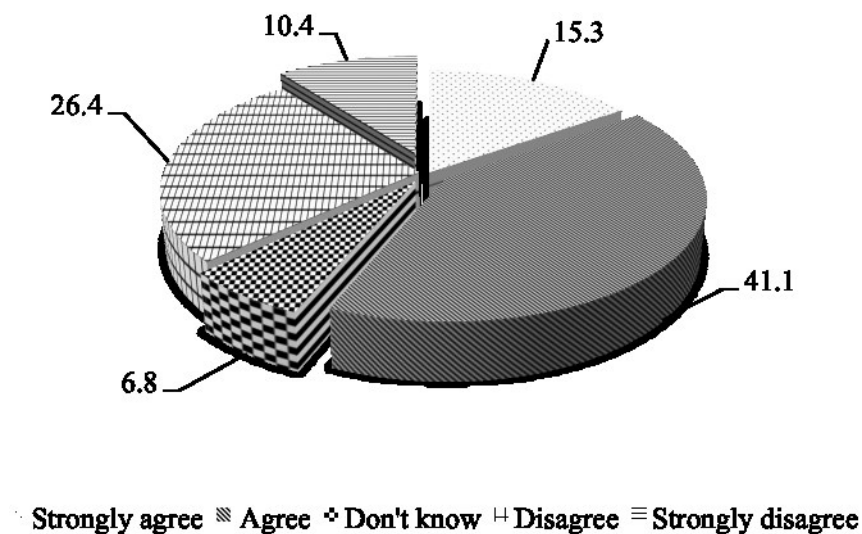
Figure 3: **Performance quality standards as organisational characteristic determining organisational climate**

Source: Field survey, Dampson (2018)

Figure 3 shows that the majority (56.4%) of the respondents agreed that performance quality standards was an organisational characteristic that determined the organisational climate of UCCSMS, whereas 36.4 per cent disagreed. The results showed that the majority of the respondents perceived performance quality standards as a factor determining the organisational climate of UCCSMS. This disagrees with the assertion of Zulfqar et al. (2016) that organisational climate, rather determines the performance and quality standards that also dictates the performance quality standards and regulations

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of workers in business organisations. Thus, the majority of the respondents perceived that it is the collective individual performance quality levels that determine organisational climate at the UCCSMS. The disagreement emanates from the fact that there is an iterative relationship between individual performance quality standards and organisational climate.

In other words, whereas organisational climate creates the performance quality standards for workers to operate, individual performance levels could also influence organisational climate by dictating the performance quality standards of an organisation. However, Tiwari (2014) opined that the type of influence is influenced by the leadership style adopted in a particular institution. In a laisser-faire leadership system individual performance quality significantly influences organisational climate, while organisational climate critically determines the performance quality standards in autocratic leadership style.

Level of Job Satisfaction of the Employees

The second research objective sought to assess the level of job satisfaction of the employees. This was important because Singh et al. (2011) indicated that one of the prime aims of creating a particular organisation climate or culture is to ensure the maximum satisfaction of both staff and customers. Some of the issues discussed under the section were leadership style, remuneration, career development opportunities, and performance quality standards at the UCCSMS.

The respondents were asked to indicate their level of satisfaction about the leadership style at the UCCSMS. This was imperative because leadership

style is an organisation feature that significantly influences the functionality of employees in business organisations (Shukla & Pareta, 2013). Table 6 presents a crosstabulation between satisfaction with leadership style and designation.

Table 6: Crosstabulation between satisfaction with the leadership style of UCCSMS and designation

Response	Junior staff Freq. (%)	Senior staff Freq. (%)	Senior members Freq. (%)	Total Freq. (%)
Very satisfied	6 (18.8)	12 (24.5)	6 (15.8)	24 (20.2)
Satisfied	13 (40.6)	20 (40.8)	12 (31.6)	45 (37.8)
Less satisfied	9 (28.1)	10 (20.4)	14 (36.8)	33 (27.7)
Least satisfied	4 (12.5)	7 (14.3)	6 (15.8)	17 (14.3)
Total	32 (26.9)	49 (41.2)	38 (31.9)	119 (100.0)

$\chi^2 = 17.4$ p-value = 0.306   df = 1

Source: Field survey, Dampson (2018)

From Table 6, the majority (58%) of the respondents were satisfied with the leadership style at the UCCSMS, while 42 per cent were not satisfied. Thus, even though the majority were satisfied with the leadership style, quite significant proportion of the respondents were also not satisfied. Table 6 further showed that the majority (59.4% and 65.3%) of the junior and senior staff were respectively satisfied with the leadership style at the UCCSMS, while a little over half (52.6%) of the senior members were not satisfied with the leadership style.

The results show that there were mixed levels of satisfaction across staff of different designations at the UCCSMS. This could be attributed to various levels of leadership experiences among the staff of the various designations. Thus, the junior staff designation is the lowest and experience

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leadership styles from both senior staff and senior members, likewise the senior staff who also experience leadership from senior members in addition to the leadership style and characteristics of the management of the UCCSMS. The senior members experience leadership from colleagues and management. These different levels of experiencing leadership styles could influence the level of satisfaction of staff from the various designations.

In addition, the non-satisfaction of most of the senior members compared to staff from the other designations could also be explained from the fact that they have much and higher expectations as compared to the junior and senior levels of staff. According to Rodrigues and Gowda (2011), management employees have higher leadership expectations due to their high levels of exposure to different leadership styles and structures.

A chi square test of independence was performed about the significance of association among junior staff, senior staff and senior members about their satisfaction with the leadership style at the UCCSMS. Table 6 showed that a chi square value of 17.4 (p-value = 0.306, degree of freedom = 1) implies that there was no significant association among junior staff, senior staff and senior members with respect to their level of satisfaction about the leadership style at UCCSMS. This was because the p-value of 0.306 was higher that the acceptable error margin of 0.05.

The study also examined the level of satisfaction of the respondents about remuneration at the UCCSMS. Table 7 presents a crosstabulation between satisfaction with remuneration and type of staff.

Table 7: Level of satisfaction with remuneration between academic and non-academic staff

Response	Academic Freq. (%)	Non-academic Freq. (%)	Total Freq. (%)
Very satisfied	5 (11.1)	17 (23.0)	22 (18.5)
Satisfied	18 (40.0)	49 (66.2)	67 (56.3)
Less satisfied	15 (33.3)	8 (10.8)	23 (19.3)
Least satisfied	7 (15.6)	-	7 (5.9)
Total	45 (100.0)	74 (100.0)	119 (100.0)

$\chi^2 = 69.3$ p-value = 0.001   df = 1

Source: Field survey, Dampson (2018)

Table 7 shows that the majority (74.8%) of the respondents were satisfied with the level of remuneration at the UCCSMS, while 25.2 per cent were not satisfied. The Table further shows that the majority of both the academic (51.1%) and non-academic (89.2%) staff were satisfied with the remuneration from UCCSMS. Thus, the non-academic staff were more satisfied with the remuneration than the academic staff. This could be attributed to the fact most of the academic respondents were senior members who had worked in advanced settings with very high expectations compared to the fact the majority of the non-academic staff were junior and senior staff whose expectations may be relatively low. The implication is that expectations of personnel critically influence their level of satisfaction with remuneration as explained by the expectancy theory by Vroom (1964). In addition, all the non-academic senior members received duty-post allowances, while only few of the academic staff who occupied headship positions attracted such allowances.

The study used a chi square test of independence to examine the significance of the association between academic and non-academic staff with

respect to remuneration. From the Table, a chi square value of 69.3 (p-value = 0.001, degree of freedom = 1) implies that there was a significant association between academic and non-academic staff with respect to remuneration. This was because the p-value of 0.001 was within the acceptable error margin of 0.05.

The respondents were requested to indicate their level of satisfaction with the career development opportunities at the UCCSMS (see Table 8).

Table 8: Level of satisfaction with career development opportunities between academic and non-academic staff

Response	Academic Freq. (%)	Non-academic Freq. (%)	Total Freq. (%)
Very satisfied	15 (33.3)	2 (2.7)	17 (14.3)
Satisfied	25 (55.6)	20 (27.0)	44 (37.0)
Less satisfied	5 (11.1)	44 (59.5)	50 (42.0)
Least satisfied	-	8 (10.8)	8 (6.7)
Total	45 (100.0)	74 (100.0)	119 (100.0)

$\chi^2 = 86.5$ p-value = 0.001   df = 1

Source: Field survey, Dampson (2018)

Table 8 shows that a little over half (51.3%) of the respondents were satisfied with the career development opportunities at the UCCSMS, while 48.7 per cent were not satisfied. The Table further shows that while the majority (88.9%) of the academic staff were satisfied with the career development opportunities at the UCCSMS, the majority (70.3%) of the non-academic staff were not satisfied. A chi-square test of independence was used to assess the significance of association between academic and non-academic with reference to career development opportunities at UCCSMS.

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From the Table, a chi-square test of 86.5 (p-value = 0.001, degree of freedom = 1) implies that there was a significant association between academic and non-academic staff with respect to career development opportunities. This was because the p-value of 0.001 was within the acceptable error margin of 0.05. The statistical significance of the association between academic and non-academic staff in reference to career development opportunities could be attributed to the fact that the academic staff develop their careers from the opportunities obtained from their departments, whereas the non-academic staff have their career development opportunities at the university levels.

In other words, the non-academic staff are not permanent staff of the UCCSMS. They are frequently transferred across departments, faculties and colleges of the university. As a result, they largely rely on university opportunities to develop their careers. The academic staff, on the other hand, are permanent members of the UCCSMS and rely on the opportunities in their departments and school to develop their careers. The differences in the statuses of the two categories of staff could explain the differences in their satisfaction levels with respect to career development opportunities at the UCCSMS.

Another issue discussed under the section was the level of satisfaction of the respondents about the internal communication / reporting system at the UCCSMS (see Figure 4). The Figure shows that a little over half (51.5%) of the respondents were very satisfied with the internal communication / reporting system of the UCCSMS, while 38.1 per cent were not satisfied. Although the majority of the respondents considered the internal

communication and reporting structures of the UCCSMS as effective, a significant proportion did not consider it effective enough in promoting information flow among departments and individuals.
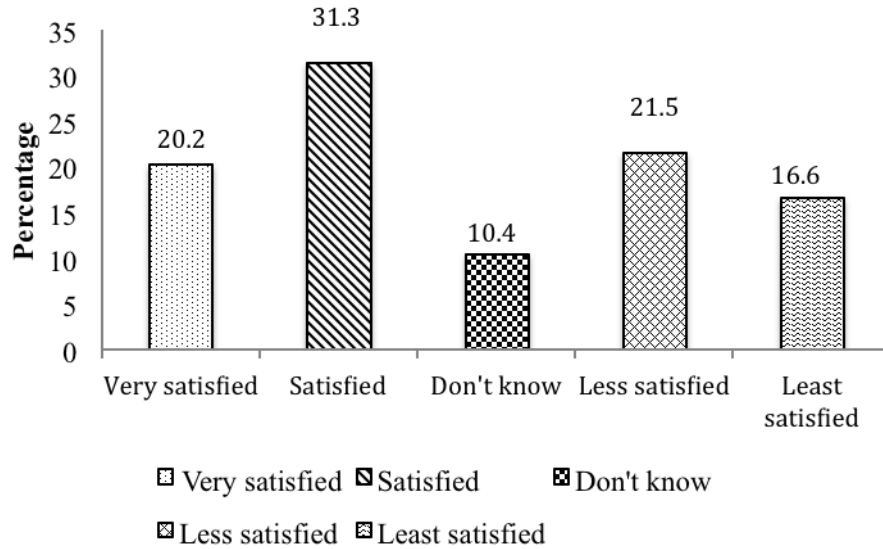
Figure 4: Level of satisfaction with the internal communication / reporting system of UCCSMS

Source: Field survey, Dampson (2018)

The respondents were also asked to describe their level of satisfaction about the interpersonal relationships at the UCCSMS. From the study, about half (50.3%) of the respondents were not satisfied with the interpersonal relationships among staff at the UCCSMS, whereas 49.7 per cent were satisfied. This could explain the non-satisfaction of a significant number of the respondents about the internal communication or reporting system at the UCCSMS because Reena and Poonam (2014) reported that the nature of the interpersonal relationships in a business organisation influences the level of effectiveness in actualising the internal communication system to promote the flow of information.

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The study further examined the level of satisfaction of the respondents about the performance quality standards of the UCCSMS. The study found that the majority (58.3%) of the respondents were satisfied with the performance quality standards of the UCCSMS, whereas 41.7 per cent was not satisfied. The results show that the majority of the respondents were satisfied with the performance benchmarks they are assigned with the quality of their delivery.

Effect of the Organisational Climate on the Level of Job Satisfaction of Employees

The third research object-tive of the study sought to assess the effect of the organisational climate on the level of job satisfaction of employees. The issues included under the section were leadership style, career development opportunities, ability to contribute to decision making, and having the necessary logistics to work. Regression analysis was used to analyse this research objective. Thus, a simple linear regression was used to analyse the relative contributions of the organisational characteristics that make up the organisational climate to job satisfaction of employees. Table 9 presents the results on the regression analysis.

Table 9: Effects of organisational climate on the level of job satisfaction of employees

Model	Unstandardised Coefficients (B)	(Std. Error)	Standardised Coefficient Beta	T	Sig.
(Constant)	43.5	36.3		0.95	0.341
Leadership style	13.2	5.3	0.09	1.05	0.147
Career development opportunities	20.1	12.3	0.13	1.28	0.033*
Internal communication	10.3	7.4	0.05	0.93	0.138
Remuneration	18.9	9.1	0.10	1.19	0.042*
Contributing to decision making	23.7	10.8	0.19	1.50	0.022*
Having necessary logistics to work	27.4	11.2	0.27	1.68	0.013*

Adjusted R Square = 0.447, F-statistic = 46.711, Sig (F-statistics) = 0.001

Predictors: (Constant), leadership style, career development opportunities, internal communication, remuneration, contribution to decision making, having necessary logistics to work

The adjusted R Square value of 0.447 implies that 44.7 per cent of the changes in job satisfaction were explained by changes in the organisational climate of UCCSMS. This suggests that other variables explain 55.3 per cent of variations in job satisfaction among staff of UCCSMS. The significance level (F-statistic) of 0.001 suggests that the organisational characteristics that make up the organisational climate at UCCSMS had significant effects on the variation in job satisfaction. This was because the Sig value of 0.001 was within the acceptable error margin value of 0.05.

From Table 9, having the necessary logistics to work made the strongest unique contribution (Beta = 0.27) to explaining variations in job satisfaction, when the variance explained by all other variables in the model is controlled for. Comparing the Sig value of 0.013 with the alpha value of 0.05 implies that the effect of having the necessary logistics to work on job satisfaction of staff at the UCCSMS was statistically significant. The logistics included computers, reliable and high-speed internet services, office desks, office space, air conditioners, reliable power supply, stationery, and security. The result shows that the respondents were very much particular about having all the necessary logistics to work to derive satisfaction over their job. The result is in agreement with the assertion of Parvin and Kabir (2011) that providing the necessary logistics and environment for workers enables them to function to their optimum capacity to derive high level satisfaction about their contribution to the growth and development of their business organisations.

Contributing to decision making made the second unique contribution (Beta = 0.19) to explain variations in the job satisfaction of staff of UCCSMS, when the variance explained by all other variables in the model is controlled for. Comparing the significance value of 0.022 with the alpha value of 0.05 implies that the effect of contribution to decision making on job satisfaction of staff at the UCCSMS was statistically significant. The result shows that the staff of UCCSMS derive more job satisfaction when they are able to contribute to the decisions that affect their welfare. According to Hedge and Borman (2012), employees' participation in decision making empowers them to cause changes in their operations that respond directly to their needs and expectations. As a result, employees get satisfaction when anytime they are

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engaged in management decision making process (Fletcher & Williams, 2006).

It is also shown from Table 9 that career development opportunities made the third highest unique contribution (Beta = 0.13) to explain variations in the job satisfaction of staff at the UCCSMS, when the variance explained by all other variables in the model is controlled for. This was because the Beta value of 0.13 was the third highest value among all the predictors. Comparing the significance of 0.033 with the alpha value of 0.05 implies that the effect of organisation climate on job satisfaction of staff at the UCCSMS was statistically significant.

Internal communication made the least unique contribution (Beta = 0.05) to explaining variations in the job satisfaction of staff, when the variance explained by all other variables in the model is controlled for. Comparing the p-value of 0.138 with the acceptable error margin of 0.05 suggests that the effect of internal communication on the job satisfaction of staff at the UCCSMS was not statistically significant.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the major findings of the study and the overall conclusions. The chapter also gives recommendations on measures to improve the effect of organisational climate on job satisfaction of staff.

Summary

The study sought to assess the effect of organisational climate on the job satisfaction of staff at the UCCSMS. Descriptive survey design was adopted for this study. A total of 119 respondents were sampled from a population of 169. Questionnaire was used as the instrument for collecting data from the respondents. The data were processed by SPSS version 21. The data were analysed based on the research objectives or questions. Descriptive statistics such as means, standard deviation, frequencies and percentages were used to analyse data from all the research questions. Inferential analysis such as chi square test of independence and simple linear regression were also used to analyse the data. An error margin of five per cent was used for all inferential analysis.

Major Findings

This section presents the major findings of the study along the research objectives. It is therefore organised under (a) organisational characteristics that determine the organisational climate of the UCCSMS, (b) level of job satisfaction of the employees at the UCCSMS, and (c) effect of organisational climate on level of job satisfaction of employees at the UCCSMS.

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The major findings under the first objective, organisational characteristics that determine the organisational climate of the UCCSMS, are as follows:

1. Majority (62.2%) of the respondents agreed that career development opportunities was an organisational characteristic that determined the organisational climate at the UCCSMS.

2. All (100%) the respondents agreed that internal communication / reporting system is an organisational characteristic that determined the organisational climate at the UCCSMS.

3. The study found that all (100%) the respondents agreed that interpersonal relationships was an organisational characteristic that determined the organisational climate of the UCCSMS. The results show that staff of the UCCSMS valued or perceived interpersonal relationship as important in creating the necessary organisational climate or environment for operational activities to take place.

The following are the major findings under the second objective, level of job satisfaction of the employees of the UCCSMS:

1. Majority (74.8%) of the respondents were satisfied with the level of remuneration at the UCCSMS. The non-academic staff were more satisfied with the remuneration than the academic staff.

2. The study found that while the majority (88.9%) of the academic staff were satisfied with the career development opportunities at the UCCSMS, the majority (70.3%) of the non-academic staff were not satisfied.

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3. From the study, about half (50.3%) of the respondents were not satisfied with the interpersonal relationships among staff at the UCCSMS.

Below are the major findings on the third research objective, effect of the organisational climate on the level of job satisfaction of employees at the UCCSMS:

1. Organisational climate made a statistical significant explanation of 44.7 per cent about the changes in job satisfaction of staff at the UCCSMS.

2. From the study, having the necessary logistics to work made the strongest unique contribution (Beta = 0.27) to explaining variations in job satisfaction, when the variance explained by all other variables in the model is controlled for.

3. Contributing to decision making made the second unique contribution (Beta = 0.19) to explain variations in the job satisfaction of staff of UCCSMS, when the variance explained by all other variables in the model is controlled for.

Conclusions

The organisational climate or work environment is one of the critical elements in corporate success, as it determines the organisational structure and interrelationships as well as attitudes and behaviour of workers. The objective of performing an employee-climate assessment is to identify the key areas which are hindering production, reducing effectiveness and which might generate unexpected costs in the near future. The study sought to assess the effect of the organisational climate on job satisfaction of staff at the

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UCCSMS. The idea of assessing the relationship between organisational climate and employee satisfaction at the UCCSMS was to critically examine how favourable the climate of the School, which is one of the essential schools/faculties within the University, was in promoting higher levels of performance among its staff toward the attainment of it goals and vision.

The study found that organisational characteristics such as career development opportunities, interpersonal relationships, and internal communication were important organisational characteristics that determined the organisational climate of UCCSMS. Staff of the UCCSMS were generally satisfied with the level of remuneration, however, many of them were not satisfied with the career development opportunities and interpersonal relationships among staff at the UCCSMS. Organisational climate made a significant explanation about the changes in job satisfaction of staff at the UCCSMS. The study further found that having the necessary logistics to work and contributing to decision making made the highest contribution to variations in job satisfaction of staff of UCCSMS.

Recommendations

Based on the major findings of the study, the following recommendations were made to enhance the effect of organisational climate on the job satisfaction of staff at the UCCSMS.

1. The study suggests that the Directorate of Human Resource at the University of Cape Coast should enhance career development opportunities for the various categories of staff, especially non-academic staff, to ensure the creation of equitable avenues for staff to develop their careers. This will enable non-academic staff, irrespective

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of the faculty or department they operate, to have equal opportunity to develop their careers. This will also enable the University to develop and retain experienced and promising non-academic staff.

2. The study recommends that the management of the UCCSMS should ensure the adequate supply of logistics such as computers, reliable and high-speed internet services, ergonomic office desks and chairs, office space, air conditioners, reliable power supply, stationery, and safety measures. This is important since the staff at the UCCSMS considered logistics for work as the topmost organisational characteristic influencing their job satisfaction. The implication is that ensuring the adequate provision of such logistics to staff would help ensure their satisfaction to increase their job performance.

3. It is also recommended that the management at the UCCSMS should establish internal conflict resolution committee to resolve internal working conflicts to ensure the smooth running of the school. This is because staff of the school considered interpersonal relationships as an important organisational characteristic that defined the organisational climate of the school. As a result, the establishment of such a committee to resolve working conflicts will help create a conducive environment for workers to operate in. The Heads of the various departments could be made to constitute such a team so that they can also monitor progress on the working relationships in their various departments after resolution.

4. The study suggests that the management of the UCCSMS should create various structures to involve staff in decision making processes that

affect their welfare. This is important as staff considered contribution to decision making as the second highest organisational characteristic that influenced their job satisfaction at the UCCSMS. This recommendation could be implemented by engaging the leadership of the various categories of staff (i.e. junior staff, senior staff and senior members) on various levels of decision making. This would make them feel part of the process of influencing decisions that affect their welfare and increase their commitment to executing decisions and activities emanating from such decisions.

Suggestion for Further Studies

The study suggests that further studies could be conducted into the relationship between organisational climate and other organisational development goals such as job performance, employee retention and commitment at the UCCSMS. Such studies are important to ascertain a comprehensive contribution of organisational climate on the operations of the school.

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APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE FOR STAFF OF THE UNIVERSITY OF CAPE

COAST SCHOOL OF MEDICAL SCIENCES

Dear Sir/Madam,

This questionnaire is designed to assess the effect of organisational climate on the job satisfaction of staff at the University of Cape Coast School of Medical Sciences (UCCSMS). It is organised under the background characteristics of respondents, organisational characteristics that determine the organisational climate, level of job satisfaction of the employees, and effect of organisational climate on level of job satisfaction of employees. This is in partial fulfilment for the award of a Master of Business Administration (General Management) Degree at the University of Cape Coast. Please be assured that, any information given would be treated with utmost confidentiality. You are kindly entreated to fill this questionnaire by ticking (√) the appropriate response for the questions below.

Background characteristics of respondents

1. Gender: [1] Male   [2] Female

2. Age (in years):   [1] 21 – 30   [2] 31 – 40   [3] 41 – 50   [4] 51 – 60
    [5] Above 60

3. Designation: [1] Junior staff   [2] Senior staff   [3] Senior Member

4. Number of years working at the UCCSMS: [1] 1 – 3   [2] 4 – 6
    [3] 7 – 10   [4] Above 10 years

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Organisational characteristics that determine the organisational climate at the UCCSMS

5. How do you agree to the following as organisational characteristics that determine the organisational climate at the UCCSMS? Using 1 = strongly agree, 2 = agree, 3 = don't know, 4 = disagree, and 5 = strongly disagree

Organisational characteristics	1	2	3	4	5
Leadership style					
Remuneration					
Career development opportunities					
Internal communication / reporting system					
Interpersonal relationships					
Performance quality standards					

Level of job satisfaction of the employees

6. How will you describe your level of job satisfaction at the UCCSMS based on the following organisational characteristics? Using 1 = very satisfied, 2 = satisfied, 3 = don't know, 4 = less satisfied, and 5 = least satisfied

Organisational characteristics	1	2	3	4	5
Leadership style					
Remuneration					
Career development opportunities					
Internal communication / reporting system					
Interpersonal relationships					
Performance quality standards					

Effect of the organisational climate on the level of job satisfaction of employees

7. How will you agree to the following as the effect of the organisational climate at UCCSMS on your level of job satisfaction? Using 1 = strongly agree, 2 = agree, 3 = don't know, 4 = disagree, and 5 = strongly disagree

Effect	1	2	3	4	5
Leadership style					
Career development opportunities					
Internal communication					
Remuneration					
Ability to contribute to decision making					
Having the necessary logistics to work					

Thank you your time in completing this questionnaire.