

# Influence of Organizational Climate on Employee Job Satisfaction of Nepalese Commercial Banks

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## Abstract

This study examines on the influence of organizational climate on employee job satisfaction of Nepalese commercial banks. Employee job satisfaction is the dependent variable. The selected independent variables are supervisor support, working environment, incentives, organizational climate and employee relation. The study is based on the primary data with 124 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of the influence of organizational climate on employee job satisfaction of Nepalese commercial banks.

The study showed that supervisor support has a positive impact on employee job satisfaction. It means that higher the supervisor support, higher will be the employee job satisfaction. Similarly, incentive has a positive impact on employee job satisfaction. It means increase in incentive leads to increase in job satisfaction of employee. Likewise, working environment has a positive impact on employee job satisfaction. It implies that better working environment leads to increase in job satisfaction of employee. Moreover, organizational climate has a positive impact on employee job satisfaction. It indicates that better organizational climate leads to increase in job satisfaction of employee. In addition, employee relation has a positive impact on employee job satisfaction. It means that better employee relation leads to increase in in job satisfaction of employee.

*Keywords:* Organizational climate, incentive, working environment, employee relation, supervisor support, employee job satisfaction

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## 1. Introduction

In today's competitive world every employee needs the level of satisfaction in their job. The employees' job satisfaction depends on the willingness and also the openness of employees itself doing their job (Sinha, 2001). By having willingness and openness of the employees in doing their job, it could increase employee morale, productivity and engagement both positively and negatively in the workplace environment (Chandrasekar, 2011). The work environment can hinder or set limits on the range of work behaviors that are displayed which, in turn, potentially influence task performance. Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002). Likewise, an effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Humphries, 2005). Employees' comfort on the job, determined by workplace condition and conditions and environment, has been important factor for measuring satisfaction (Leblebici, 2012). Likewise, the workplace environment involves the physical location as well as the culture, resources, working relationships, work location, all of which influence the way employees' job satisfaction (Health, 2006).

In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees'

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pay packet with the assumption that it is proportionate to satisfaction (Heath, 2006). Organizations deemed as a positive place to work will have a competitive edge over the others. Furthermore, an attractive and supportive working environment enables employees to perform effectively, making best use of their knowledge, skills and competencies, and optimum utilization of available resources in order to provide high-quality of organizational service. To continuously improve workplace conditions, special attention to a performance culture that values every single employee's and promotes a sustainable work-life balance should be embraced (Mokaya *et al.*, 2013).

Employees' job satisfaction is influenced by attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside organization (Weerarathna and Geegange, 2014). Organizational climate is considered as the personality of the organization and it is the aspect of the shapes the way the organization functions. The factors of environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work process (Hisum and Makhbul, 2005). Similarly, workplace incentives have a significant impact on employee performance. Workplace incentives are used by various organizations to compensate and reward performance of employees who perform more than expectation (Waterloo and Ontario, 2009). Incentives are designed to get the best satisfaction from the employees and help retain their productivity (Bowen, 2000)

Some types of incentive plan available in banks are bonuses, conveyance allowance, medical allowance, increase salary, monthly leaves, promotion and recognition are included. These incentives encourage the employees and hence productivity enhances by affecting the performance, efficiency, satisfaction, responsibility, effectiveness and commitment of employees (Mamdani and Minhaj, 2016). Similarly, a positive workplace environment is likely to result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' well-being (Cunneen, 2006). Likewise, nowadays organizations must be aware of their potential workforce due to the competitive business environment. Workplace environment can greatly impact motivation and performance level of employees. The factors of workplace greatly impact lifestyle, work-life balance and also health fitness of employees (Chandrasekhar, 2011). The concept of workplace performance deals with the factors of workplace environment that is being provided by the employer to their employees that could support employees' performance at work (Clements-Croome, 2006). A high level of employee performance increases the level of corporate productivity and ultimately increases the company's profit.

Chandrasekhar (2011) stated that there are key factors in the workplace environment that could give a great impact towards the motivation and performance level. The work environment to a large extent is a major determinant in employees' job satisfaction in any organization. Similarly, Stallworth and Kleiner (1996) argued that an organization's physical layout is designed around employees' needs in order to maximize productivity and satisfaction. Bank institutions make significant investments in designing, building and ultimately recruiting knowledgeable personnel. Banks immediate work environment in terms of actual physical and design of an office is extremely important when it comes to maximizing individual performance. Poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting and excessive noise adversely affect employee job

satisfaction (Becker, 2002).

Samen *et al.* (2015) revealed that work life balance has a significant positive influence on employee job satisfaction and the study also concluded that ignoring work life balance will lead to broad emotional and behavioral deficiency thus affecting job satisfaction of employees. Likewise, Roelofsen (2002) indicated that improving the working environment reduces complaints and absenteeism while increasing productivity. The business environment is becoming very competitive, dynamic and complex. Management should investigate to ensure that workplace environment is conducive enough to enable employees' job satisfaction in order to remain competitive.

In the context of Nepal, Gaire and KC (2016) investigated the effect of supervisor's behavior on job performance, satisfaction and commitment of employees towards their job. The result showed that there is a positive significance difference between the participative supervisor's behavior and attitudinal behavior (job satisfaction, performance and commitment). Likewise, Upadhyaya (2017) argued that most of the employees in all the commercial banks wanted to continue their job. Those who wanted to leave the banks are very few and they are leaving the banks due to opportunities to go abroad and some of them have better job opportunities in other organizations. Lack of trustful relations of top level management with line management, feeling of seniority and status increasing dissatisfaction from work, lack of dissatisfaction from work, lack of budget for training and development and lack of performance management systems are the main barriers prevailing in the employee's relations system and weakening the employee performance (Adhikari, 2008).

Bishwakarma (2015) revealed that workplace conditions and employee engagement are congenial in non-financial sector in Nepal. Likewise, Shakya and Devi (2016) concluded that inadequate time available for employees and their family cause work stress for bank and employee that ultimately deteriorates employees' job satisfaction. Similarly, Gautam (2016) explored Salary and remuneration, nature of work, training and development opportunities, promotion opportunities, working condition, and performance appraisal are found as the factors of satisfaction. In addition, Goet (2022) revealed that there is a significant influence of Job Aids (JA), Team Effort (TE), Physical Environment (PE) and Supervisor Support (SS) on Employee's Job Satisfaction (EJS) in Nepalese commercial banks.

The above discussion shows that empirical evidences vary greatly across the studies on the influence of organizational climate on employee job satisfaction of commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the influence of organizational climate on employee job satisfaction of Nepalese commercial banks. Specifically, it examines the relationship of supervisor support, incentive, employee relation, working environment, organizational climate with employee job satisfaction.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

## 2. Methodological aspects

The study is based on the primary data. The data were gathered from 124 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on supervisor support, incentive, employee relation, working environment, organizational climate with employee job satisfaction of Nepalese commercial banks. This study is based on descriptive as well as causal comparative research designs.

### *The model*

The model used in this study assumes that employee job satisfaction among Nepalese commercial banks depends upon selected independent variable. The dependent variable selected for the study is employee job satisfaction. Similarly, the selected independent variables are supervisor support, incentive, employee relation, working environment, organizational climate. Therefore, the model takes the following form:

$$EJS = \beta_0 + \beta_1 OC + \beta_2 ER + \beta_3 IC + \beta_4 WE + \beta_5 SS$$

Where,

EJS = Employee job satisfaction

SS = Supervisor support

IC = Incentive

ER = Employee relation

OC = Organizational climate

WE = Working environment

Supervisor support was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "My supervisor provides me regular training which helps for carrier development", "My supervisor praises me when I do good job." and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.737$ ).

Working environment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The office furniture is comfortable, flexible to adjust and easy to reorganize", "The working space is sufficient and great enough" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.734$ ).

Organizational climate was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The overall atmosphere in my workplace is good", "Organization provides adequate opportunities to develop my "and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.637$ ).

Employee relation were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with communication with other employees”, “I feel I can communicate with members from all level of this organization “and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.689$ ).

Incentive was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am provided with considerable paid sick leave “,” I am given additional vocational time “and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.600$ ).

Employee job satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with the promotional opportunities”, “The salary is competitive to similar organization” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.727$ ).

The following section describes the independent variables used in this study along with the hypothesis formulation.

#### *Incentive*

Incentive practices are defined as a systematic approach to provide monetary value to employees in exchange for work performance. Lai (2011) revealed that high incentive offered by the organization to its employees result in increased organization performance and cause employees to stay longer in the organization. There is a negative relationship between incentive and employee turnovers (Ovadge, 2009). Similarly, Winda *et al.* (2017) found that there is a positive relation between compensation and employee performance. In addition, Maimako and Bambale (2016) revealed that higher the salary higher would be the employee’s job satisfaction. Likewise, Odunlade (2012) revealed that there is a positive correlation between employee compensation, benefits and job satisfaction. Similarly, Muguongo *et al.* (2015) revealed that compensation has a positive influence on job satisfaction. Based on it, this study develops following hypothesis:

H<sub>1</sub>: There is a positive relationship between employee job satisfaction and incentive.

#### *Supervisor Support*

According to Gallardo *et al.* (2010), there are positive job facts such as remuneration, promotion possibilities and relationship with supervisor support can increase job satisfaction. Supervisory support still has a positive impact over job satisfaction of employees (Griffin *et al.*, 2001). Similarly, Winarto *et al.* (2020) determined the correlation between perceived supervisor support and job satisfaction in the hospital work environment in private hospitals. This study used cross-sectional design. Perceived supervisor support has a significant indirect impact on employee’s turnover intention (Alkhateri *et al.*, 2018). Based on it, this study develops following hypothesis:

H<sub>2</sub>: There is a positive relationship supervisor support and employee job satisfaction.

### *Working environment*

Omollo and Oloko (2015) showed that indeed job enrichment significantly affects job performance and that a good working environment and an average workload would highly motivate the employees to perform their duties. Similarly, Lee and Brand (2005) showed that working environment has positive impact on job satisfaction and employee loyalty. The results are supported by their study. Job satisfaction is increased by a conducive working environment. Hasle (2012) showed that there is a positive relationship between working environment and employees' satisfaction. Moreover, McGuire and McLaren (2007) found that a working environment has a strong impact on employee's wellbeing and develops interaction, collaboration and innovation and increase job satisfaction. Based on it, this study develops following hypothesis:

H<sub>3</sub>: There is a positive relationship between working environment and employee job satisfaction.

### *Employee Relation*

Cropanzano and Mitchell (2005) found a positive employee relations, characterized by trust, fairness, and supportive interactions between employees and management, were significantly associated with higher levels of job satisfaction. Similarly, Lambert *et al.* (2001) found that employees who had positive relationships with their supervisors reported higher levels of job satisfaction compared to those with strained or negative relationships. Likewise, Tansel *et al.* (2014) showed that management-employee relationships are less satisfactory in the large firms than in the small firms. Job satisfaction levels are lower in large firms. Less satisfactory management-employee relationships in the large firms may be a major source of the observed lower level of job satisfaction in them. Moreover, Mishra *et al.* (2014) found that employee training, education, employee relations and teamwork are the most dominant factors on job satisfaction. However, there are some considerable factors such as facilities, job security, rewards and there is little impact of education and salary levels on job satisfaction. Based on it, this study develops following hypothesis:

H<sub>4</sub>: There is a positive relationship between employee relation and employee job satisfaction.

### *Organizational climate*

Jyoti (2013) showed the impact of organizational climate on job satisfaction, job commitment and intention to leave with the help of regression analysis and an attempt has been made to see the factor-wise effect of Organizational climate and job satisfaction on job commitment and intention to leave. There are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction (Ahmad *et al.*, 2018). Similarly, Muchinsky (1977) showed that certain dimensions of organizational communication were highly related to both organizational climate and job satisfaction. Likewise, Osmani *et al.* (2022) showed a positive and significant influence of organizational climate on the working conditions and job satisfaction of employees. Based on it, this study develops following hypothesis:

H<sub>5</sub>: There is a positive relationship between organizational climate and employee job satisfaction.

### 3. Results and discussion

#### *Correlation analysis*

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

#### **Kendall's Tau correlation coefficients matrix**

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 124 observations. The dependent variable is EJS (Employee's job satisfaction). The independent variables are ER (Employee relation), SS (supervisory support), OC (organizational climate), IC (incentives), WE (work environment).

Variables	Mean	S.D.	EJS	ER	SS	OC	IC	WE
EJS	3.371	0.719	1					
ER	3.377	0.769	0.492**	1				
SS	3.498	0.737	0.424**	0.557**	1			
OC	3.572	0.657	0.478**	0.499**	0.543**	1		
IC	3.466	0.685	0.465**	0.482**	0.468**	0.640**	1	
WE	3.506	0.622	0.537**	0.440**	0.482**	0.526**	0.474**	1

Note: The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent levels respectively.

Table employees' job satisfaction is positively correlated to organizational climate, which indicates that better the organizational climate higher would be the job satisfaction in Nepalese commercial bank. Likewise, work environment is positively correlated to employees' job satisfaction indicating that better the work environment, higher would be the employees' job satisfaction. Similarly, employees' performance has positive correlation with employee relation, which means that more balance between personal and work life, more will be the employees' job satisfaction. The result also shows that supervisory support is positively correlated to employee job satisfaction, which indicates that better the supervisory support, higher will be employees' job satisfaction. Likewise, workplace incentive is positively correlated to employees' job satisfaction which indicates that better workplace incentive leads to the higher employees' job satisfaction.

#### *Regression analysis*

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of organizational climate, incentive, employee relation, working environment, supervisor support on employee job satisfaction.

Table 2

#### **Estimated regression result of organizational climate, incentive, employee relation, working environment, supervisor support on employee job satisfaction**

The results are based on 124 observations using linear regression model. The model is  $EP = \beta_0 + \beta_1 OC + \beta_2 ER + \beta_3$

$IC + \beta_4 WE + \beta_5 SS + \varepsilon$ , where the dependent variable is (EP) Employees job satisfaction. The independent variables are ER (employee relation), SS (supervisory support), OC (Organizational climate), IC (incentives) and WE (Work environment).

Model	Intercept	Regression coefficients of					Adj. R_bar <sup>2</sup>	SEE	F-value
		SS	IC	OC	WE	ER			
1	1.81 (6.888)**	0.565 (8.579)**					0.345	0.5122	73.605
2	2.18 (9.343)**		0.469 (8.091)**				0.318	0.5224	65.47
3	2.682 (8.808)**			0.346 (4.499)**			0.122	0.5928	20.24
4	2.405 (7.649)**				0.415 (5.241)**		0.161	0.5796	27.467
5	3.421 (9.646)**					0.161 -1.745	0.015	0.6281	3.046
6	1.692 (6.505)**	0.37 (3.541)**	0.234 (2.758)**				0.375	0.5003	42.381
7	1.729 (5.982)**	0.37 (3.541)**	0.238 (2.757)**	0.024 (0.295)			0.371	0.5019	28.093
8	1.734 (5.689)**	0.37 (3.518)**	0.24 (2.604)**	0.022 -0.242	0.006 (0.053)		0.366	0.5038	20.915
9	1.629 (4.166)**	0.366 (3.450)**	0.238 (2.575)**	0.017 -0.188	0.009 -0.088	0.033 (0.429)	0.362	0.5054	16.667

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee's job satisfaction is dependent variable.

Table 2 shows that the beta coefficients for employee relation are positive with employees' job satisfaction. It indicates that employee relation has a positive impact on employee's job satisfaction. This finding is consistent with the findings of Khatri and Behl (2013). Similarly, the beta coefficients for supervisory support are positive with employee's job satisfaction. It indicates that supervisory support has a positive impact on employees' job satisfaction. This finding is similar with the findings of Chiaburu and Takleab (2005). Similarly, the beta coefficients for incentives are positive with employees' job satisfaction. It indicates that incentive has a positive impact on employees' job satisfaction. This finding is consistent with the findings of Petrescu and Simon (2008). Likewise, the beta coefficient for organizational climate is positive with employee job satisfaction. It indicates organizational climate has a positive influence on the employee job satisfaction. This finding is consistent with the findings of Z Rahimic (2013). In addition, the beta coefficients for working environment are positive with employee job satisfaction. It indicates that working environment has a positive impact on the employee job satisfaction. This finding is consistent with the findings of MS Ashraf *et al.* (2013).

#### 4. Summary and conclusion

Employee job satisfaction is the combined result of effort, ability, and perception of tasks. Employees' job satisfaction is imperative for organizational outcomes and success. Many factors influence employee job satisfaction and workplace environment factors stands out as the key determinants of job satisfaction. Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance. Employees' job satisfaction level depends on the quality of the factors in the workplace which are incentives, supervisor support and

also the physical workplace environment. Today's business environment is becoming very competitive, dynamic and complex. Thus, management should investigate to ensure that workplace environment is conducive enough to enable employees' performance in order to remain competitive.

This study attempts to examine the influence of organizational climate of employee job satisfaction of Nepalese commercial banks. The study is based on primary data of 124 respondents.

The major conclusion of this study is that the higher the organizational climate, incentive, employee relation, working environment, supervisor support higher would-be effect on employee job satisfaction. The results shows that supervisor support, incentive, employee relation, working environment and organizational climate are positively correlated to the influence the employee job satisfaction in Nepalese commercial banks. The study also concludes that the most influencing factor is organizational climate, followed by the employee relation, working environment are the most influencing factors that explains the influence of organizational climate on employees job satisfaction in Nepalese commercial bank.

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