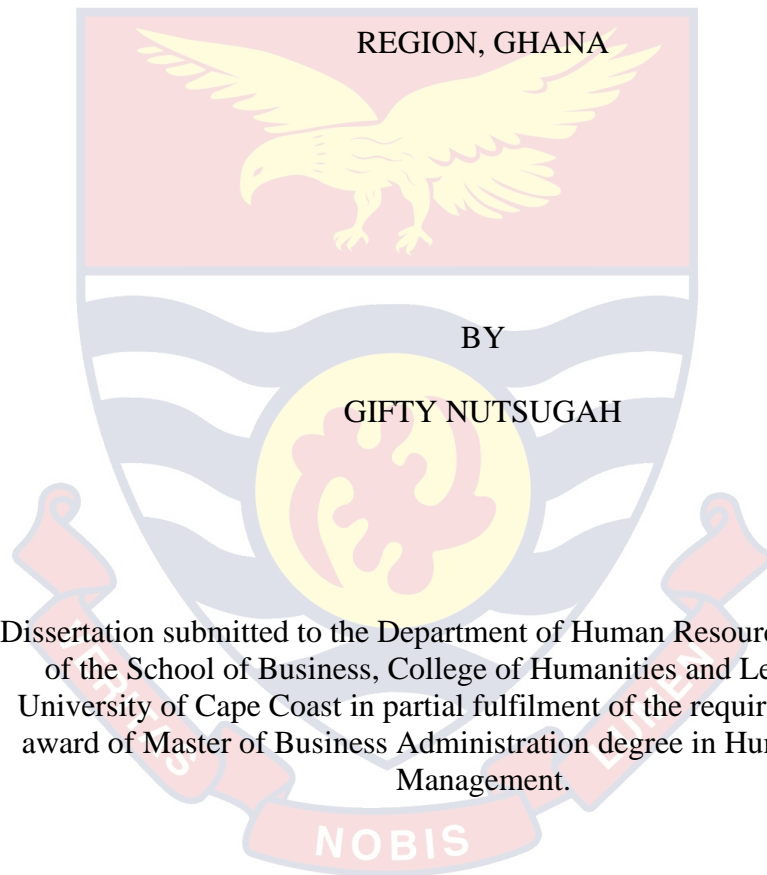UNIVERSITY OF CAPE COAST

ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF NURSES

IN THE NSAWAM GOVERNMENT HOSPITAL IN THE EASTERN

REGION, GHANA

GIFTY NUTSUGAH

2021

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ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF NURSES

IN THE NSAWAM GOVERNMENT HOSPITAL IN THE EASTERN

REGION, GHANA

BY

GIFTY NUTSUGAH

Dissertation submitted to the Department of Human Resource Management
of the School of Business, College of Humanities and Legal Studies,
University of Cape Coast in partial fulfilment of the requirements for the
award of Master of Business Administration degree in Human Resource
Management.

AUGUST 2021

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: …………………..

Candidate's Name: Gifty Nutsugah

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: …………………..

Supervisor's Name: Dr. (Mrs.) Rebecca Dei Mensah

ABSTRACT

This study focused on organisational climate and nurses' job satisfaction in the Nsawam Government Hospitals in the Eastern region of Ghana. Specifically, three research objectives were investigated: to assess the factors contributing to nurses' job satisfaction in the Nsawam Government Hospital; to assess the relationship between organisational climate and job satisfaction; and to examine the effect of organisational climate on nurses' job satisfaction in the Nsawam Government Hospital. The study relied on the quantitative approach and descriptive correlational design. A structured questionnaire was used to gather data from all the 200 nurses in the hospital. The data was then processed using SPSS version 26. Both descriptive (mean and standard deviation) and inferential statistics (simple regression) were used to address the objectives in the study. The results showed that there was a strong and positive relationship between organisational climate and job satisfaction of nurses in the Nsawam Government Hospital. Again, the relationship between organisational climate and nurses' job satisfaction was found to be significant and positive ($r = 0.596$, $p < .001$). Finally, the study found that, organisational climate has a significant effect on job satisfaction of nurses in the Nsawam Government Hospital. The study concluded that when components of organisational climate are improved, they further advance the job satisfaction of the nurses of the hospital.

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Finally, I say thank you to my family and friends for their support especially my siblings.
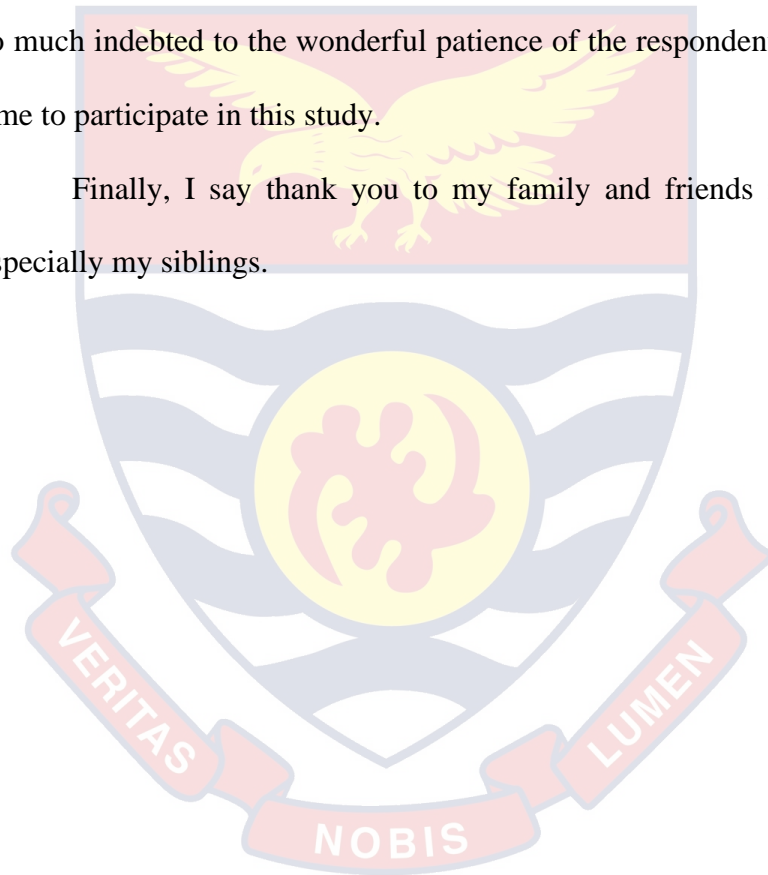
DEDICATION

To my Squadron Leader, Kwadwo Ntiamoah Ampadu, and Professor Abigail

Opoku-Mensah.

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CHAPTER ONE

INTRODUCTION

Job satisfaction is crucial at harnessing the efforts and talents of employees in an organisation. Employers and policy makers as well as researchers have made significant strides at investigating the antecedents of job satisfaction of employees over the years. This study sought to examine the influence of organisation climate on the job satisfaction of nurses in the Nsawam government hospital.

Background of the Study

The new world of work is confronted with more challenges than ever before. These predicaments are not unique to any specific organisation or firm, but affect all organisations irrespective of their structure and size (Bakker & Josefy, 2018). These happenings in the business environment have warranted organisations to take different strategies in order to remain competitive (Guru, 2016). Organisations over the years now have taken keen interest to promoting an environment that will support their employees to give out their best towards the organisational goals and objectives (Thakur, Ansari & Bidkar, 2020; Ahmad, Jasimuddin & Kee, 2018; Guru, 2016). Scholars have reported that, organisations that tend to create an organisational atmosphere or climate, which is serene for organisational members, stand out irrespective of the hovering business predicaments (Joshi, 2018; Ahmad et al., 2018; Tsai, 2014).

Although Castro and Martins (2010) indicated that, an oragisational climate in a particular organisation is constantly challenged by the increasing number of changes impacting on those organisations, there is another view that

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if these changes are managed properly by the organisations, could result in a change in the behaviour and perception of individuals employed to work in the organisations, which could lead to, among other things, increased motivation and employee satisfaction, decreased turnover and absenteeism and hence a rise in the organisational performance (Van der Walt & De Klerk, 2014).

An Organisational climate forms an integral part of human environment in the borders of which the employees of an organisation operate. Organisational climate is "used to mention to a scope of environmental impact such as psychological environment; and collective, organisational and conditional effects on conduct" (Danish, Draz & Ali, 2015, page. 127). The affiliation of organisational climate to individual conduct frequently highlights the role of employee sensitivity of the organisation's mission or purpose, feedback, teamwork, communication, resources and procedure, opportunity for growth, compensation, work life balance, fairness and security, meaningfulness and bottom line (Danish, Draz & Ali, 2015). Again, Agarwal (2019) posited that the survival and growth of any organisation irrespective of the structure and size is directly proportional to the favorable climate it has. With this, it is imperative for the employees in the organisation to familiarize themselves with the customs, rituals, policies, etc. of the organisation, which are believed to foster sense of belongingness among employees and translate into the growth of organisation.

The organisational climate has a tremendous impact on its success, and also plays a very important role in developing, maintaining and improving the competency, motivation, morale and growth of its employees (Agarwal, 2019). Motivated employees are the biggest assets any organisation can have. Thus, a

positive organisational climate is imperative for the smooth running of the organisation in order to foster high-level performance and satisfaction among employees (Góngora & López-Liria, 2019). Top management has the responsibility of making sure that the work place climate is always positive to avert job dissatisfaction among employees and as well create a sense of well-being among employees and the organisation at large (Joshi, 2018)

From the view point of Thakur, Ansari and Bidkar (2020), climate in an organisation is more important than it was perceived before because organisations need to ensure that those individuals who contribute value to their bottom line stays in the organisation and continue to exert their effort into their work to the benefit of the entire organisation. Organisational climate is of great significance for utilisation of human relations and resource at all levels. Acoording to Agarwal (2019), organisational climate is a major motivating factor responsible for satisfaction and dissatisfaction of employees and intend affects the quantity of their turnover, job satisfaction or employee satisfaction measures, contentment of an individual employee with his or her job. According to Danish et al. (2015), job satisfaction is how an employee is satisfied or dissatisfied with three job aspects i.e. autonomy, esteem and self-actualization mean how much is there now. It then suffices to say that how an employee responds to the questions relating to these job facets connotes his or her perception of how satisfied he or she is with the job.

To Perçin (2010), job satisfaction is the mental state or overall approach of employees in relation to their job and the job facets such as work environment, fair remunerations, communication and good work atmosphere with other co-workers, autonomy, professional status, and organizational

policies etc. Job satisfaction from equity potential is that if individual matches his own experiences to the rewards received from the job and finds that the consequences are rational, then he will feel satisfied with his job (Hwang, 2014). Pecino, Mañas, Díaz-Fúnez, Aguilar-Parra, Padilla-Góngora and López-Liria (2019) noted that, job satisfaction is the degree to which somebody senses positively or negatively about the intrinsic and or extrinsic features of one's job.

Existing literature has reported that, the sort of climate existing in a particular organisation can affect the level of job satisfaction of the employees in that organisation (Thakur, Sheikh & Kewalramani, 2020; Thakur, Ansari & Bidkar, 2020; Agarwal, 2019; Pecino et al., 2019; Joshi, 2018; Ahmad et al., 2018; Tsai, 2014; Guru, 2016; Castro & Martins, 2010). Thakur et al. (2020) conducted a study that examined the link between work environment and job satisfaction on 70 individuals across all sector by random sampling using a questionnaire and found a positive and significant relationship between work environment and job satisfaction. This finding was also reached by Agarwal (2019) in his study on the effect of organisational climate factors on job satisfaction of academic staff from private universities in India and reported that the factors which highly affect job satisfaction are working conditions, corporate image and pay and benefit gender.

According to the Frederick Herzberg's (1959) Two Factor Theory, which forms the theoretical foundation of this study, certain factors at the workplace stimulate employee satisfaction of their work. The factors the authors described as prima facie to the stability of the motivation employees derive from their work. The author further noted that, organisations that uphold the values of ensuring good working environment, supervisor support, ethical

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climate, trust and participation or work place isolation, recognition, challenging work, training and development are more likely to achieve job satisfaction from their employees. In addition, according to the social exchange theory, which underpins this current study, one could allude employees not willing to leave an organisation to some other peculiar benefits they enjoy from the organisation. The theory posits that, employees who enjoy favourable benefits and treatments in their organisations tend to feel obligated to repay these favours by remaining loyal to that oragnisation and hence feel satisfied (Širca, Babnik & Breznik, 2012).

Statement of the Problem

Shortage of nurses in the health sector is an issue of concern for both the developed and the developing world (Asare, 2019; Agbokey, 2015; Abubakari, 2013) and this has generated a growing importance to researchers for investigation. In the United States, according to projections from the US Bureau of Labor Statistics (BLS), more than a million new and replacement nurses will be needed by 2022 (Berlin & Sechrist, 2002; Kalisch, Lee & Rochman, 2010; Lang, 2009). It is also estimated that more than 587 000 new nursing positions will be created (a 23.5% increase). Consequently, it is expected that nursing will be the nation's top profession in terms of projected job growth (Latif, 2010). Again, research has shown that about 13% of nurses in the western world continue to quit their jobs because of job dissatisfaction (Wu, Fox, Stokes & Adam, 2012).

This phenomenon is similar to what Ghana is experiencing over a couple of decades. In Ghana, nurses continue to lament about the conditions of their work attributing to favourable work culture or environment (Asare, 2019;

Agbokey, 2015; Abubakari, 2013). It follows therefore, from the information above that the nursing profession in Ghana as in many other parts of the world particularly developing countries is faced with a myriad of challenges particularly job satisfaction. Some studies have reported that, a way to curb this phenomenon is the health sector to ensure appreciable organisational climate viz-a-viz support, career enhancement, internal relations, trust among co-workers, ethical climate among others (Pecino et al., 2019; Almeida et al., 2013).

Correspondently, an anecdotal shredded evidence suggests that, nurses at Nsawam Government Hospital are dissatisfied with the conditions of work with which they are made to render services to the general public, and these dissatisfactions were hugely attributed to the sort of environment they are compelled to work. From some other nurses the resentment with conditions of their work stems from lack of clarity around roles and responsibilities or concerns about departmental inter-connectedness among nurses at the Nsawam government hospital. According to some of the nurses these poor climates at the hospital has significantly affected the well-being of nurses and translated directly into the quality and quantity of services, rendered at the hospital. Again, the phenomenon has resulted in massive transfer application elicited by nurses over the years. Evidently, it is not clear that the possible impact of organisational climate on job satisfaction of nurses in the Nsawam Government hospital are duly taken care by management.

Bhati and Choudhar, (2019) studied the role of organisational climate and job satisfaction and found that, various elements of organisational climate; personal development and growth opportunity, participation in decision

making, flexibility and freedom of job, relationship with colleagues, employer-employee relationship, measures for increasing morale, attitude of superiors, support from superiors, cooperation from subordinates, staff strength, chance of attainment of goals, ambitions, communication and flow of information were positively related to job satisfaction. Furthermore, the study of Nair, Lekshmi, Aston and Kozlovski (2019) on organisational culture and job satisfaction revealed a significant positive relationship. Although, several other scholars found positive nexus between organisational climate and job satisfaction (Agarwal, 2019; Joshi, 2018; Okoli, 2018; Jyoti, 2013; Adeniji, 2011; Castro & Martins, 2010; Latif, 2010; Reynolds, 2006) such studies are limited in the Ghanaian context. Again, few studies that have investigated job satisfaction among nurses have focused on factors of influencing job satisfaction without paying attention to how organisational climate predicts nurses' job satisfaction (Asare, 2019; Agbokey, 2015; Abubakari, 2013).

Furthermore, few other studies conducted in Ghana have placed emphasis on effect of leadership (Osei-Adjei, 2019) and job characteristics (Jankeitey, 2018) on job satisfaction leaving a wide gab and creating relevance to the conduct of this present study. This study therefore seeks to fill these gabs by investigating the effects of organisational climate on job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana.

Purpose of the Study

The main purpose of the study was to investigate the effects of organisational climate on job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region of Ghana.

Research Objectives

To achieve the purpose of this study, the following specific objectives were put forth;

1. To identify organisational climate factors contributing to job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana.

2. To assess the relationship between organisational climate and job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana.

3. To analyse the effect of organisational climate on job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana.

Research Questions

In order to achieve the specific research objectives of this study, answers will be found for the following specific research questions.

1. What are the organisational climate factors contributing to job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana?

2. What is the relationship between organisational climate and job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana?

3. What is the effect of organisational climate on job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana?

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Significance of the Study

The findings of the study will be of immense help to many different stakeholders. To start with, it is expected that the findings of this study will provide insights that management of Nsawam Government Hospital can rely on to make scientifically informed decisions as to how to manipulate the predictors of organisational climate considered in the model to improve the level of job satisfaction of nurses at Nsawam Government Hospital. Similarly, the findings will provide enough evidence on how management can justify its investments in both creating and implementing a conducive organisational climate that will improve the job satisfaction of nurses in the Nsawam Government hospital.

Again, all insignificant indicators can be seen and worked on accordingly by management of the hospital. Additionally, the findings of this study may be useful for HR practitioners, as it will provide information about the measurement of the constructs and how these constructs could be manipulated to produce a desired state of result in the work settings. Students and researchers alike may also tap into the rich information that this study will bring onboard as guide for their future research. The study will serve as a source of literature regarding the nexus between organisational climate and job satisfaction. It will also provide research gaps that can be exploited by students and researchers to better build knowledge concerning the interconnection between organisational climate and job satisfaction.

Furthermore, the study may provide information that may contribute to theory building or justify existing supporting theories (considered in the study) in African context. Human resource practitioners may also see how manipulation of the predictors of organisational climate actually impact

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satisfaction of employees which could serve as guide in proposing solutions to other universities where similar conditions exist.

Delimitation of the Study

The study investigated the effect of organisational climate on the job satisfaction of nurses in the Nsawam Government Hospital. The Hospital provides healthcare services to the entire Nsawam populace and its surrounding communities. Although, this study is limited to the employees of the Nsawam Government Hospital nonetheless, the findings of this study will be useful for all management and stakeholders in other hospital across the country and other organisations on how the creation of an enabling work atmosphere impact the satisfaction of workers particularly nurses. The research approach to be employed in this study is quantitative.

Limitation of the Study

A major limitation of the study was the short time dedicated to the project. This was due to the fact that a lot of time was devoted to course work in the second year. This considerably bar the researcher from having the opportunity of conducting the study over a wider geographic area. Another limitation of the study was getting information and assistance from the hospital which took a long time due to the long and complex laid down procedures the researcher had to go through.

Another constraint that was encountered during the project was that some of employee were unwilling to divulge information pertaining their work thinking that the information given out might be used for audit purposes though

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they were assured of confidentiality. Lastly, the outbreak of COVID-19 was a major hindrance to the administration of the questionnaire at the hospital.

Organisation of the Study

The study is segregated into five chapters. The first chapter consists of an introduction, which includes the background, problem statement, objectives, research questions, significance, scope, limitations and organisation of the study. Chapter two provides a review of related literature of the study with emphases on a theoretical framework as well as an empirical analysis of the study while the third chapter outlines the methodology of the study, which includes population, research design, sampling and sampling procedures, sources of data, data collection and procedures for data presentation and analyses. Chapter four analyses as well as discusses the results of data while the final chapter, summarize and offer recommendations and conclusion for the study.
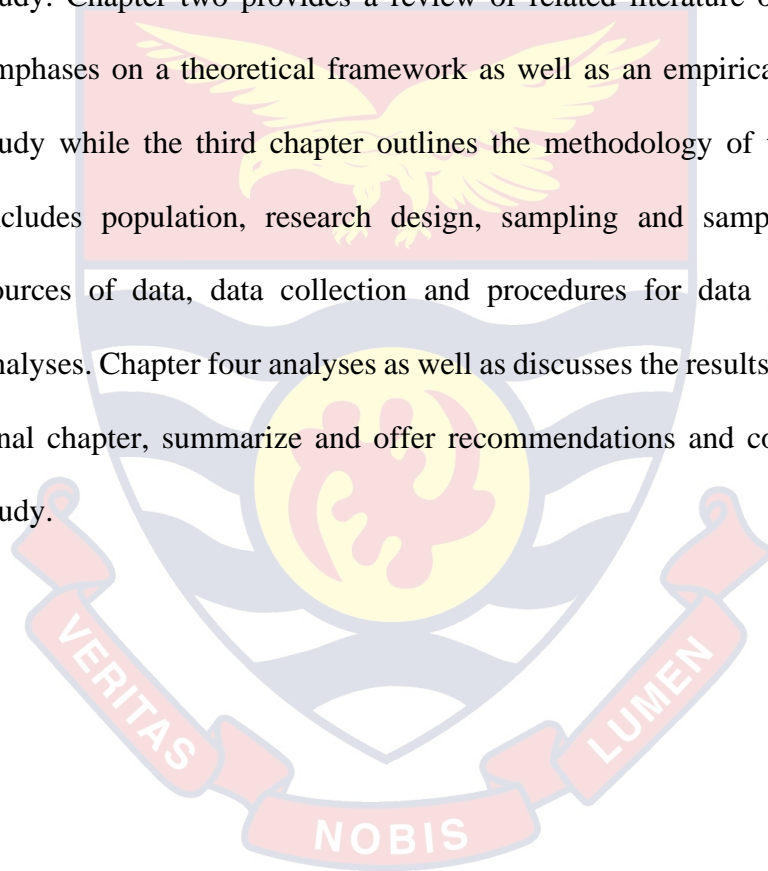
CHAPTER TWO

LITERATURE REVIEW

Introduction

This literature review chapter examines the effect of organisational climate and job satisfaction of Nurses. Captured in this chapter includes supporting theories for the study, scholarly prepositions on the concept of oganisational climate, and job satisfaction, constituents of Nurses' job satisfaction, an empirical review of various works done by other researchers, and a conceptual framework.

Theoretical Framework

The applicable theories for this study are Herzberg's Dual-Factor Theory and the social exchange theory. These theories are reviewed and linked to the context of the study.

Herzberg's Two-Factor Theory

Frederick Herzberg propounded this generally recognised and accepted theory in a bid to vary Maslow's Hierarchy of needs theory (Herzberg, 1968). Herzberg proposed this theory on the question, "What do people want from their jobs?" Herzberg asked people describe in detail, such circumstances when they felt exceptionally good to exceptionally bad. From the responses, he concluded that the opposite of satisfaction is not dissatisfaction (Cole & Hilliard, 2006). The relevance of the theory to the study is that, it clearly explains the objectives of the study which deals with the effects of organisational climate on job satisfaction of nurses in the Nsawam Government hospital.

Herzberg asserted that eliminating dissatisfying characteristics from a job does not essentially make the job satisfying, but, rather, the availability of certain factors in the organisation is natural and the presence of the same does not lead to motivation to do work (Herzberg, 1968). However, it is their absence that demotivate the workers and make them feel dissatisfied. In a similar vein, there are certain factors, the absence of which does not cause dissatisfaction, but their existence has an impact on motivation (Cole & Hilliard, 2006).

This theory suggests that, there are two different sets of factors, hygiene and motivators or satisfiers, which influence motivation and job satisfaction of an individual (Ott, 1989). The theory revealed that, there were particular factors related with job satisfaction (motivation factors) which are those factors that have a direct relationship with the content of one's job and thus, are very vital in maintaining a reasonable level of motivation among employees. Some of these factors include the nature of the work itself, the possibility for growth, recognition, autonomy, challenges and status or achievements (Cole & Hilliard, 2006).

The motivators are therefore seen as non-financial incentives both job-related and social which are expected to motivate employees intrinsically to perform better in an organisation. Hygiene factors, on the other hand, are related to dissatisfaction which is referred to as hygiene or maintenance factors. Hygiene factors are seen as financial incentives and therefore, an external factor that do not cause any dissatisfaction; neither do they motivate workers (Herzberg, 1968). However, when they are poorly provided to workers, they lead to dissatisfaction and exert negative impact on them in relation to their satisfaction level either with their job or the organisation at large. They are seen

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as maintenance factors that do not add to the job satisfaction and motivation of employees but only maintain them in the job and ginger them to perform better in their respective endeavours. The theory stressed that, adequate hygiene factors should be provided to meet the basic needs of employees and to prevent dissatisfaction with the job. Examples of hygiene factors include salary, wages, allowances, bonuses and profit sharing (Chandler, Chonya, Mtei, Reyburn & Whitty, 2009).

Herzberg saw motivation to be two-dimensional and proposed that if management is to provide positive motivation, then equal attention should be given to both hygiene factors and motivating factors (Herzberg, 1968). This theory has important implications for this study as it constitutes a good framework for the validity of the argument that non-monetary and monetary incentives are effective in motivating workers (Herzberg, 1968). Herzberg suggests that, what really motivate workers are the provision of incentives such as challenging jobs, achievement, ethical climate, opportunity for training and development, recognition and opportunities for growth in their jobs.

In relation to the study, the absence of hygiene factors demotivates nurses but they do not in themselves motivate them to work harder (Cole & Hilliard, 2006). As an external factor, financial incentives may prevent job dissatisfaction but do not necessarily motivate nurses to work harder. Thus, where nurses within the study area are dissatisfied with hygiene factors such as inadequate salaries, allowances, insurance packages, credit facilities and bonuses, they could be demotivated and eventually affect their job satisfaction level. The theory also pronounces that non-financial incentives have the power to influence nurses to exert much effort in their jobs as much as financial

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incentives counterpart. Simply put, the theory suggests that, nurses are generally motivated by non-financial incentives but they would need financial incentives to avoid dissatisfaction and eventually enhances their job satisfaction level.

Social Exchange Theory

This theory was proposed by Blau (1964) to explain the psychological contract that exists between the employee and his or her employer is vitally significant in determining behavior demonstrated by employees within the organisation. Many Researches over the years have progressively adopted the social exchange theory as the theoretical underpinning for employee-employer relations (Bambacas & Kulik, 2013; Tanova & Holtom 2008). Social exchange has been described as an unspecified cooperation between two or more parties, which results in a mutual benefit for all parties (Fishbein & Ajzen, 2011). Social exchange entails undetermined obligations in a relationship between two parties, in which a party in the relationship does the other a favour and there exists an expectation of some undetermined future returns in exchange.

Martin (2011) however, opined that implicit obligations and trust form the basis of social exchange. In short, the social exchange theory states that, employees who enjoy favourable benefits and treatments in their organisations tend to feel obligated to repay these favours (Širca, Babnik & Breznik, 2012). It can therefore be deduced that employee satisfaction creates a continuing sequence of fair employer – employee relations thereby enhancing job satisfaction. Therefore, it has been established that the social exchange theory consists of relationships, which evolve over time into trusting, loyal, and mutual commitments of the parties (Tanova & Holtom, 2008). Using the social

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exchange framework as a footing, this study examines organisational climate and job satisfaction of nurses in the Nsawam Government Hospital.

Correspondently, the relation between organisational climate and job satisfaction can be explained using the Social Exchange Theory. In the context of social exchange theory, the Hospital management (employer) is devoted to building a relationship of long-term employment with the nurses (employees) by fulfilling their needs through offering the employees favourable workplace climate, good working conditions, growth opportunities, administrative support, supervisor support, ethical climate, trust and participation or work place isolation, recognition, challenging work, training and development are more likely to achieve job satisfaction from their employees etc.; in return, employees will be committed in improving performance. Such a willingness to build a long-term relationship between the hospital management and nurses is one of the key characteristics of a social exchange theory.

Again, associating this theory to this study, here the two parties in this relationship are identified as management of the hospital and the Nurses of these organisations. Nurses who perceive fairness in their treatment with reference to, supervisor support, ethical climate, trust and participation or work place isolation, recognition, challenging work, training and development such organisation are more likely to achieve job satisfaction from their employees (Nurses). Contrary, where Nurses perceive their relations with the organisations (Hospital Management) as unfair or unfavorable, they intend to reciprocate by lowering the effort they exert at work or think of quitting the organisation to other organisation where there is better climate. For example, where organisations fail to treat employees as the most valuable asset of the

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organisation or denied them of certain benefit, employees (Nurses) may feel dissatisfied, and decide to quit, or apply for a transfer. The willingness of the employer (Hospital Management) is demonstrated by the employers" effort to satisfy the needs of his employees (nurses) by providing them with a good organisational climate or workplace climate and better management practices. These satisfied employees (nurses) foresee a long tenure of employment contract and are willing to make an open effort to contribute and are enthusiastic to take extra care of their productive activities for their employing organisation (Hospital).

Concept of Organisatonal Climate

The concept of organisational climate has manifested in a variety of human resource practice, it is an essential indicator of organisatinal achievement. An early conceptualization of organsational behavior was propounded by Forehand and Gilmer's who submitted that organisational climate is a set of descriptive characteristics of an organisation that are relatively enduring over a period of time. These characteristics according to Poikkeus et al. (2020), distinguish one organisation from other organisation and influence the behavior of people belonging to it. The aforesaid authors further opined that organisational climate is a set of measurable properties of work environment, perceived directly or indirectly by the people who live and working this environment and assume to influence their motivation and hehaviours. Again, Latif (2010) also conceptualised that, organisational climate as a global feeling of one's organisation and personal impact of the working environment that influences the individual's work behavior and job related attitudes.

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Characteristics of Organisatonal Climate

Balakrishnan and Raman (2020), posited that organisational climate echoes the personality of the organisation and impact on the employees' performance and attitude. From the view point of Swansburg and Swansburg (2002), six significant features characterized organisational climate. Which according to them were; Precision in specifying certification of the organisation's goals and policies which eased smooth flow of information and management support of employees, Commitment to goal attainment via employee involvement, Standards of performance which is inspiring, promoting pride and refining individual performance, Obligation for one's own work to be nurtured and supported by managers , Recognition for doing good works, and finally mutual trust and respect that encourage listening and responding to views expressed by other. According to Latif (2010), a positive organisational climate is the most promising conception for the nurses those are less likely to leave their work. That is, it enhances a sense of enablement of the nursing personnel that may influence their job performance and work motivation thus increases job satisfaction.

Dimensions of Organisational Climate

Organisational climate is a concept that was advanced in social psychology and organisational management to define the apparent patterns of psychological and social involvements of organisation's employees (Latif, 2010). Many other authors have explained and recognized the various dimensions so as to measure the different aspects of organisational climates that impact employee's behavioral activities in the organisation (Mullins, 2002; Latif, 2010; Balakrishnan & Raman, 2020; Ghafoor & Haar, 2020).

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Inferences from extant literatures precisely in nursing, reported that the dimensions of the organisational climate varied from study to study (Latif, 2010; Joshi, 2018 ; Balakrishnan & Raman, 2020; Qi et al., 2020; Ghafoor & Haar, 2020).Yet some dimensions were common and repetitive in relation to nurse's working climate include organisational structure, support, reward and acknowledgement, leadership, safety, growth and developments, relationship with supervisor, resource adequacy, technology and nurse's enablement and so on (Mrayyan, 2008 ; Latif, 2010; Poikkeus et al., 2020).

From examination, it could be seen that many organisational climate dimension can be quantified. For this present study, the researcher has selected only the six important organiisational climate dimensions propounded by Stringer's (2002), which are more relevant to the study setting. Again, for numerous years Stringer's climate dimensions have recognized as more authenticated dimensions for organisational climates measurement in business organisation and health care organisations including nursing (Latif, 2010; Ahmad et al., 2018; Bhati & Choudhary, 2019; Al-Kurdi, El-Haddadeh & Eldabi, 2020; Balakrishnan & Raman, 2020; Qi et al., 2020; Ghafoor & Haar, 2020). In order to make it more suitable to study setting, the researcher will adjust the questionnaires on some of the dimensions. The details of these dimensions are elaborated underneath;

Structure

The structure refers to a set up or design of an organisation that makes it easy for the allocation of duties for different functions and processes to the different entities and represents how information flows between the levels of management within the organisation (Latif, 2010). Organisational structure

reflects employee's sense of being well organized and having a clear definition of their roles and responsibilities (Stringer, 2002). According to Litwin and Stringer (1968), the group, rules, regulations, and procedures in the organisation. A clearly structured organisation is important because it prevents the role vagueness and miscommunication among the employee of the organisation. Structure reflects the configuration of relationship among the positions in the organisation and members of the organisation (Mullins, 2002)

Standard

Standards in an organisation basically denotes the feeling of pressure to build upon performance or a degree of pride employees have in doing a good job (Stringer, 2002). Standards have become such an essential part of the organisation presence that the average individual gives a little or no thought to everyday products and services and how they work in the organisation. As posited by the British Standards Institution, 'a standard is a published description that establishes a common language and contains a technical specification or other precise criteria and is designed to be used consistently, as a rule, guideline, or definition" (as cited in International Organisation for Standardization, 2008). A well-set standard offers an instruction for the employee and increase the self-responsibility to maintain the quality of services.

Conversely, it also creates a responsibility for the organisation to develop the services by qualified personnel (Calvert, Pathak, Ching, Trufil & Fulcher, 2019). Therefore, development of the human resource becomes a repetitive part of the organisation like continuous training, higher education that enabled employees' personal development and escalate the satisfaction employees derived from their job (Latif, 2010).

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Responsibility

Entails acceptance of an obligation by the subordinate to perform certain duties or make certain decisions and to accept possible admonishment for unacceptable performance (Hashemi & Sadeqi, 2016). Accepting responsibility for performing job gives the employee a sense of trust and satisfaction the assigned job. When responsibility is accepted, the employee becomes a part of the whole organisation rather than just a part in the unit (Schön Persson, Nilsson Lindström, Pettersson, Nilsson & Blomqvist, 2018). People with high needs for achievement prefer job, which allow them to accept more responsibility for their actions and its consequences (Litwin & Stringer, 1968). Observed studies have reported that assigning responsibility and empowerment increased nurses' feelings of job satisfaction (Latif, 2010).

Rewards and Recognitions

Rewards and recognitions are the desirable result of the employee from the organisation for their good performance (Mullins, 2002). The conceptualization of reward and recognition was based on the quality of beliefs and guiding principles that were consistent with the values of organisation and willingness to enact them. According to Armstrong (2010), recognition consists of policies that provide guidelines of financial or non-financial appreciation procedures, performance evaluation and maintenance of flexible system for the employees. Intrinsic rewards are derived from the individuals themselves including a sense of achievement, a feeling of responsibility and praise. Extrinsic rewards are derived from the organisation and the action of others including salary, working condition and supervision (Mullins, 2002). A number of studies showed that nurses' perceived rewarding and recognition systems of the

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organisation consistently influence their job satisfaction (Al-Haroon & Al-Qahtani, 2020)

Organisatonal Support

Organisational support basically reflects the feeling of trust and mutual support or good fellowship that prevails in the work group atmosphere (Litwin & Stringer, 1968). According to Rhoades and Eisenberger (2002), research on perceived organisational support began with a statement that if managers are concerned with the commitment that employees committed to the organisation, employees will be focused on the commitment that the organisation had committed to them. Mukhtar (2020) stated that supportive appraisal by the organisation provides an indication that employee's increased efforts will be noted and rewarded. Employees therefore take an active interest to increase the productivity of the organisation. According to Poikkeus, Suhonen, Katajisto and Leino-Kilpi (2020), perceived positive organisational support increases the friendly relationship between employee and organisation that improves the work motivation, high performance and job satisfaction. Organisational support was found as an important factor contributing to nurse's job satisfaction (Al-Haroon & Al-Qahtani, 2020).

Commitment

Commitment connotes employee's sense of pride in belongingness to the organisation and their degree of dedication to the organisational goals (Litwin & Stringer, 1968). Employees are one of the most important determinants and leading factors that determine the success of an organisation. According to Latif (2010), organisational commitment refers to an attitude that shows the strength

of the connection between an employee and an organisation and whether the degree of commitment has implications on whether a person would stay with an organisation or quit. In many health care organisation, nurses are considered one of the largest group of personnel that plays an important role for shaping the quality of service. And hence, nurses' job satisfaction is an important aspect for aggregate their commitments towards health organisation, because it translates into the quality of patient care at most hospitals (Al-Haroon & Al-Qahtani, 2020).

The concept of Job Satisfaction

In Endeavoring to comprehend the scope of job satisfaction and its effects on work performance is a multifaceted process that is considered as multidimensional and continuing paradigms (Mullins, 2002; Stamps, 1997). According to Mullins (2002), job satisfaction is a difficult and multilayered concept, which can represent different things to different people. From the view point of Latif (2010) job satisfaction is usually connected with impetus that shakes the human behavior in the. Hall (as mentioned in Pietersen, 2005) specified that there is absence of agreement as to what job satisfaction is and how the job satisfaction of employees should be examined. Mukhtar (2020) elucidated that job satisfaction essentially embodies the attitude of an individual in relation to their works and is affected by individual's motivation to the work.

Job satisfaction is in this spectrum refers to one's feelings or state-of-mind pertaining the scope of their work. It was revealed as one of the most frequently measured of organisational variable in both research and in organisational settings (Latif, 2010). Ndulue and Ekechukwu, (2016) regarded job satisfaction as a person's emotional response to aspects of work or to the work itself. Again, Mukhtar (2020) contended that job satisfaction denotes to an individual's general

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assertiveness towards his or her job. Spector (1997) defined it as "the extent to which people like or dislike their job". This definition further suggests that job satisfaction is a universal or global affective response that individuals embrace about their job. From the standpoint of   Joshi (2018) job satisfaction is an employee's discernment that his or her job permits the contentment of significant values and desires.

Importance of Job Satisfaction

In order to attain a higher level of motivation and performance from employee it is necessary to give job satisfaction of these employees the maximum attention. According to Latif (2010), persons with high level of job satisfaction embrace positive attitudes towards their works. Contrariwise, persons who are dissatisfied with their job, hold negative attitudes towards their works. From the view point of Mukhtar (2020), also settled with the fact that to make the best use of the people and resources of the organisation, job satisfaction plays an imperative role to increase the allegiance of the employees towards the organisation and its efficacy. Again, Agarwal (2019) also contended that job satisfaction was highly associated with the organisational output. A study by Ahmad, Jasimuddin and Kee (2018) also revealed that job satisfaction as the most significant variable for predicting employees' psychological well-being and contentment.

Job Satisfaction in Nursing

Many extant literatures have posited that Nurses hold a majority of positions in most health care organisation and are considered to be vital for ensuring the quality of patient care and costs minimization (O'Brien-Pallas,

Thomson, Alksnis & Bruce, 2001; Latif, 2010; Qi et at., 2020; Al-Haroon & Al-Qahtani, 2020; Balakrishnan & Raman, 2020). Many studies about job satisfaction confirmed that quality of care and nurses' job satisfaction are interrelated (Mrayyan, 2006; Adams & Bond, 2000). Hence, job satisfaction among nurses should be a great worry for any health care organisations. Latif (2010) asserted that nurses' job satisfaction as the extent to which the difference between the amount of rewards received by nurses and the amount, they believed that they should receive. Stamps (as quoted in Taunton et al., 2004) viewed nurses' job satisfaction as a complex construct that captures individual nurses' reactions to the specific components of their job.

Nurses' job satisfaction and their commitments have always been important issues for health care administrators. Again, studies about nurses' job satisfaction and its impact on health care organisation revealed that nurses' job satisfaction and dissatisfaction were correlated with turnover, job retention, quality of care, and intention to leave (Buchan & Calman, 2005; Latif, 2010; Mrayyan, 2006). Besides, a number of studies had identified the relationship between nurses' job satisfaction and patient satisfaction (Kangas et al., 1999). Accordingly, it can be resolved that nurses' job satisfaction has a greater result for health care organisation and its failure or success, particularly in terms of the quality of care, patient satisfaction, which in turn increases the nurses' job performance, attrition, and reduces turnover and truancy.

Constituents of Nurses' Job Satisfaction

There is an insecurity whether the job satisfaction consists of a single component or a number of separate components. For many years, several studies about job satisfaction and its related theories have identified various components

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of job satisfaction in general (Mullins, 2002). According to Byars and Rue (1997) there are five major components of job satisfaction in organisational management. These comprise; work group attitudes, general working conditions, attitude towards the organization, monetary benefits and attitude towards the management. On the other hand, Topolosky (2000) identified three major components of job satisfaction including personal development, promotion practices, and worker involvement or the nature of work.

Extant literatures emphasized on many components of job satisfaction that are relatively important including relationship with co-workers, payment and benefits, working conditions, and physical surroundings (Murrells, Robinson & Griffiths, 2009; Sengin, 2003). Murrells et al. (2009) stated seven components of nurses' job satisfaction which are important for nurses' happiness in the job. The most widely used and recognized components of nurses' job satisfaction, identified by Stamps (1997) are; autonomy, payment, task requirements, organisational policies, interactions, and professional status. The specifics of each constituent which were selected to measure the nurses' job satisfaction are as follows;

Autonomy

Autonomy denotes to the individuality or personal freedom of one's practice or action which provides a substantial self-government, independency and direction to the individual in arranging the work and shaping the procedures to be used as best from the findings of employees' perspective (Latif, 2010). Stamps defined the autonomy as the amount of job-related independence, initiative and freedom either permitted or required in daily work activities (as mentioned in Taunton, Bott, Koehn, Miller, Rindner, Pace, & Dunton, 2004).

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According to Latif (2010) autonomy is ranked as one of the most significant factors accounting for nurses' job satisfaction and it is considered as an indispensable constituent for proficient development in nursing.

Payment

Pay usually included as a job satisfaction attributes that affects individual level of satisfaction and job performance (Sengin, 2003). It is the financial or non–financial benefits received by the employees for their job. Conversely, the payment may not enhance job satisfaction as a single attribute but every employee wants to be paid fairly. It was assumed that employees would become dissatisfied if they know that similar employees in a different place were getting more rewards and benefits (Seo, Ko, & Price, 2004). Existing literature on job satisfaction among nurses showed a significant relationship between nurses' payment aspects and job satisfaction (Best & Thurston, 2004; Ingersoll, Olsan, Drew-Cates, DeVinney & Davies, 2002; Wang, Yu, Deng, Yao, Santhat, Veena, & Yothin, 2009; Babaeinesami, Rafighi, & Maleki, 2014; Latif, 2010).

Task Requirements

Basically, one of the important facets for nurses in providing the quality of care. Task requirements are one's necessities or job demands that an individual requires for accomplishing a job or task in a good manner (Latif, 2010). It related to the value of work life balance of the employees. Stamps (1997) defined the task requirements as the activities or tasks that are needed to be accomplished as the parts of one's daily routine activities. Shevchuk, Strebkov, and Davis, (2019) elucidated four significant dimensions to understand and determine the employee's task requirements. These were; key tasks and tasks involved in the

job; education, experiences and trainings needed to perform the job; personal characteristics required and degree of teamwork and the existing rewarding system; and degree of managerial style and cooperation from the organization (Shevchuk, Strebkov, & Davis, (2019).

Hospital Policies

Has to do with the administrative and management policies that guide the rules and regulations of the organisational activities and their employees (Mullins, 2002). According to Latif (2010), organisational policies are method of action selected by an organisation from among alternatives to guide and determine the present and future decisions and positions for the organisation. From the view point of Luthans, Norman, Avolio and Avey, (2008), organisatonal policies provides the employees psychological status that characterizes the employee's relationships with the organisation and the decision to continue membership of the organisation. Again, AL-Hussami (2008) and Ingersoll et al. (2002) contended that organisational and management practices have been consistently reported as the factors which influence nurses' job satisfaction. A study conducted by Latif (2010) showed that nurses were more satisfied with decentralization and participatory management style. Equally, the study revealed that nurses were least satisfied with the centralized authoritative organisational management style (Latif, 2010).

Interactions

Connotes the connection and communication between group members within an organisation that account for organisational performance (Latif, 2010). According to Mukhtar (2020), a high-quality communication and collaboration

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can improve organisational results, whereas conflicts amongst the team members can have austere dampening concerns. People enjoy unvarying interaction that comes with group affiliation. For many people, on- the-job connections are their primary source for fulfilling their needs for affiliation (Latif, 2010) suggested that relational association with co-workers brings a positive psychological feeling to the job environment that enhances the employee work motivation in organisation (as mentioned in French, 1994). A study conducted by (Latif, 2010; Ellenbecker, & Edward, 2016; Ingersoll et al., 2002) have revealed a significantly higher rapport among nurses' job satisfaction and workplace interaction.

Professional Status

Professional prestige offers values and characteristics for the employees in the organissation (Latif, 2010). According to Qi et al. (2020), professional status forms an imperative part of the compensation plan and determines the level of job position. Craft, (2017) espoused that professional status as the identity of employee that he or she feels about both in view of employee's and views of others. Many people think that professional status is related to quality of working life, job satisfaction, and social value (Agarwal, 2019). It gives employee a feeling of authority and autonomy that brings positive satisfaction to the job (Saifuddin, & Sermsri, 2008). It was evidenced in a research carried out by satisfaction (Latif, 2010; Ingersoll et al., 2002; Oshagbemi, 1997) that professional job status and opportunities to move in higher position have direct effects on nurses' job.

Factors Related to Job Satisfaction

From the contentions of Mullins and Hartley, (2002) varied range of constructs impact employees' job satisfaction which are related with the individual level, organisational level or the environment where the employees undertake their responsibilities or jobs.

Individual Level Factors

It refers to the individual variations or divergences within their user features. Numerous studies have precisely analyzed the various individual factors and its association with organisation and job satisfaction. These are age, gender, level of education, and year of experiences (Blegen, 1993; Whitley et al., 2005).

Organisational Level Factor

Certain circumstantial dimensions are related to an organisation that have influences on the employees' working attitudes and job satisfaction including organisational character or public function, setting, configuring of activities, concentration of authority, and line of control, workflow, adequacy of resources, job opportunity, organisational culture and climate.

Relationship between Organisational Climate and Nurse's Job Satisfaction

Few inferences from observed evidences in extant literature that examined the relationship between organisational climates and nursing outcome achievements including turnover, professionalism and empowerment, quality of care, organisational commitments, patients' satisfaction and nurses' job satisfaction. Numerous studies examined the direct relationship between organisational climate and nurses' job satisfaction and found a significant

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association between these two concepts (Balakrishnan & Raman, 2020; Poikkeus, Suhonen, Katajisto & Leino-Kilpi, 2020).

A study conducted by Balakrishnan and Raman (2020) to examine the relationship between perceived hospital ethical climate and organisational citizenship behavior of nurses. They sampled 331 nurses from different hospital throughout Chennai and reported that organsational citizenship behavior of nurses was as a result of reciprocity based on ethical climate. Latif (2010) conducted a study to examine the relationship between organisational climate and nurses' job satisfaction within the context of the government hospital in Bangladesh. The study used 126 Nurses at two medical college hospitals. And found out that generally nurses perceive a moderate level of job organisational climate and job satisfacswtion. The study further revealed that there is a significantly positive (r =.053, p < .01) between organisational climate and job satisfaction of Nurses. Another study by Lee and Lee (2008) which sought to examined how the organisational climate influenced on nurses' job satisfaction also used the organisational climate scale developed by Nystrom, Ramamurthy, & Wilson's. The result of this study revealed that overall organisational climate was significantly positive related with job satisfaction (ß =.27, p<.001).

A similar finding was also ported in a study by Tzeng and Ketefian (2002) also found the similar findings as identified above. They found that nurses' job satisfaction was positively correlated with the strength of hospital climate (r =.76, p < .001). Finally, a study conducted by Ahmad, Jasimuddin and Kee, (2018) on organisational climate and nurse job satisfaction reported that there is a significant positive relationship between organisational climate and nurses' job satisfaction. They also used organisational climates survey scale developed by

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González, (2017). as well as the index of work satisfaction developed by Stamps (1997).

Effect of Organisational Climate on Employee Satisfaction

Fundamentally, many organisations in this new world of work perform an employee climate assessment purposely to identify the key areas which are obstructing production, reducing effectiveness which might translate into unexpected costs in the near future (Guchait, Abbott, Lee, Back & Manoharan, 2019). The idea is for the organisation not to simply perform an academic exercise, just because they do it at this time every year but to censoriously examine themselves to see where the company and its employees might be impacted to generate higher levels of performance. Tamunomiebi and Worgu, (2020) posits that for organisations to endure and outcompete their competitors, organisations constantly seek to improve their performance.

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 pouring their effort into their work to the benefit of the organisation (Castro & Martins 2010). The organisational climate once identified, present opportunities to strengthen existing tactics, which are working well, as well as select suitable strategies for addressing the weakest areas within an organisation that should be aggressively followed for the maximum benefit of everyone (Wilckens et al., 2020).

Again, from the view point of Guchait, Abbott, Lee, Back and Manoharan (2019), organisational climate makes a difference to an organisation's performance because "it shows how stimulating the work

environment boost employee satisfaction for employees". There is clearly more to an organisation's performance than a "stimulated employee" or the existence of certain "organisational and leadership" characteristics. Conversely, "productivity also hinges on the morale which governs discretionary effort of employee, which is the willingness to 'go the extra mile in terms of job satisfaction and the overall organisational performance'. This is unforthcoming if workers feel insecure (Rai,2014). Organisational climate as a concept, its role and value in organisations and its impact on various organisational outcomes have been studied for over 50 years (Al-Kurdi et al., 2020). 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 competitive advantage (Haynes et al., 2020). It can therefore be deduced from that above submissions that organisational climate are key elements needed for the successful operation of an organisations.

Empirical Review

Thakur,Sheikh and Kewalramani (2020) sampled 20 participants from Toronto, Canada and 20 from Mumbai, India respectively, in total of 40 participants in his study to examine the association between work climate and job satisfaction. The findings of the study revealed that a positive link exist between work environment and intrinsic aspects of the job satisfaction. Thakur, Ansari and Bidkar (2020) explored the relationship between work environment and job satisfaction among working population in India. They sampled 70 individual working across all sectors and found a positive and significant relationship between work environment and job satisfaction.

A study conducted by Balakrishnan and Raman (2020) to examine the relationship between perceived hospital ethical climate and organisational citizenship behavior of nurses. They sampled 331 nurses from different hospital throughout Chennai and reported that organsational citizenship behavior of nurses was as a result of reciprocity based on ethical climate.

Agarwal (2019) took 269 samples from 10 faculties in a university from a stratified sampling technique in his study to investigate the effect of organisational climate on job satisfaction of academic staff in private university in at Noida, U.P., and India. He employed nine (9) variables namely; leadership and management style, and benefit, working conditions, human relations, employee welfare, corporate image and other demographic variable such as gender, experience and education level to investigate their impart on job satisfaction. He used descriptive and inferential statics (regression analysis) to obtain the results.

The result revealed that factors such working conditions, corporate image, pay and benefit and gender were found to have a higher impact on job satisfaction of university academic stuff, whilst factors like leadership and management, employee welfare and human relations had no significant impact on job satisfaction of university academic stuff. He further acclaimed that the university should endure focusing on the most vital organisational climate factors such as working conditions, corporate image, pay and benefit and device ways to improve those factors in order to realize the mission of the University of having satisfied labour force which strive for excellence and perform to best of their effort.

Bhati and Choudhary (2019) carried out a study to analyse the importance and impact of different organisational climate and impact in terms of employee's satisfaction, employee motivation and performance in Action Ispat and Power ltd Jharsuguda Odisha, and reported that there is a significant relationship between organisational climate and job satisfaction among employees. The result further revealed that job satisfaction under different classes of employees does not vary. The analysis and tests also revealed that there is no significant difference between organisational culture and the general health of the employees. The satisfaction level of employees on factors such as opportunity for personal development and growth, participation in decision making, flexibility and freedom of job, relationship with colleagues, employer-employee relationship, measures for increasing morale, attitude of superiors, support from superiors, cooperation from subordinates, staff strength, chance of attunement of goals and ambitions and communication system and flow of information in the organisations are at the positive side.

Ahmad, Jasimuddin, and Kee (2018) carried out a study to provide some insights on the back-and-forth of organisational climate and job satisfaction in Malaysia, taking personality qualities as a mediator. And found out that there are moderating effects of personality traits on the association between certain facets of organisational climate and job satisfaction. Kafui, Agbozo, Sakyi Owusu, Hoedoafia and Boateng Atakorah (2017) sampled 105 employees working in banking sector in Ghana in their study on organisational climate and job satisfaction. A questionnaire consisting of both closed and opened ended was used for the data collection, the collected data were coded and analysed with SPSS. The result revealed that good relationship and communication has a

direct significant relationship with staff morale and satisfaction at work. The researchers further emphasized the need for management to improve the work environment of employees to boost organisational performance.

Gaunya (2016) conducted as a study to investigate the influence of organisational climate on job satisfaction among Public Sector Employees in Kisii County, Kenya. She sampled 217 out of 309 total populations and collected data from using the questionnaire method. An inferential statistics including Pearson Product Moment Correlation co-efficient and regression were computed to investigate the interrelationship that exists among the dimensions of organisational climate (appropriate administrative style, support from superiors and feedback about performance, identity, reward and conflict management) and how each is related to employees‟ job satisfaction dimensions (work flexibility and security, lifelong learning and career development, work organisation and work life balance).

The results shown that certain measurements of organisational climate such as identity, conflict management and rewards did not have a significant positive nexus with job satisfaction. This had the insinuation that public sector employees in Kisii County, Kenya, were more satisfied with their work where organisational mission and objectives are in correspondence with employees' personal beliefs. Based on the findings the study revealed, managers were stimulated to focus on pronouncing the mission of the organisation but also encourage dynamic and high sense of employees' identification. The study further recommended fairness in conflict handling procedures as well as equity and transparency in compensation systems. The researcher further posited that a sound work setting is important to produce sound social relations at the

workplace and translate in to the maintenance   relationships among colleague, manager and the staeholders of the organisation.

Danish, Draz and Ali (2015) conducted by is to observe the impact of organisational climate on job satisfaction and organisational commitment of 179 teachers from different colleges and universities of Punjab, Pakistan. The study employed descriptive statistics and regression analysis to explain variations in job satisfaction and organisational climate. The results of the analysis revealed that organisational climate has substantial impact on job satisfaction as well as on organisational commitment

Tsai (2014) explores the association between organisational climate and job satisfaction in the container terminal operation industry in the port of Kaohsiung, Southern Taiwan, Asia. The data for the study were collected from the employee perception referring to organisational climate in their workplace through questionnaire survey. Factor analysis was then engaged to extract four main dimensions of organisational climate, namely, management system, awards and motivation, transformation leadership, and laissez-faire leadership. Analysis of Variance and Multi-regression analysis, was conducted to discover the effects of control variables and the four organisational climate dimensions on the employee job satisfaction.

Regarding job security which was one measure of job satisfaction, a control variable of salary and pay, had positive effect, while three dimensions of organisational climate, management system, awards & motivation, and transformation leadership, were found to have positive effect on employee job satisfaction as well. In summary the results of the study construed that

employees' job satisfaction strongly correlate with the types of company and organisational climate.

Okoya (2013) studied organisational behavior and performance of small and medium size enterprise in Nigeria, and found out that there is a direct effect of organisational factors such leadership, strategy, human resource practices and entrepreneurial orientation on organisational climate configuration. He further asserted that there is a significant positive nexus between organisational climate and performance, although there was direct effect of some human resource practices on organisational outcomes such as efficiency, training, employee involvement was negative. He further posited that the result is robust in identifying the nature of internal organisational systems and networks that triggers the growth and sustainability of high growth small and medium size enterprises.

Omolayo and Ajila (2012) sampled 300 participants comprising of 150 males and 150 females in his study to investigate leadership style and organisational climate as determinant and job satisfaction of workers in a tertiary institution in Ekiti, state, Nigeria. And reported that leadership styles and organisational climate have substantial influence on job satisfaction. The result further revealed that there is a significant effect of leadership styles and organisational climate on job involvement. Again, a significant nexus was discovered between job satisfaction and organisational climate; between job satisfaction and job involvement; and between organisational climate and job involvement. Yet, there was no significant relationship between job satisfaction and leadership styles; and between job involvement and leadership styles. No

significant variance occurred amid job involvement and leadership styles, and nothing at all existed between job satisfaction and leadership styles.

Pangil, Yahya, Johari, Isa and Daud (2011) investigated the association between organisational climate and job satisfaction among government officers in Malaysia. Because the researchers wanted to have control on the number and how the questionnaires were distributed, they assumed a convenient sampling technique. The result of their regression analysis revealed that job satisfaction dimensions that measures administrative support and working conditions had a coefficient of .889 and .929 respectively. Latif (2010) conducted a study to examine the relationship between organisational climate and nurses' job satisfaction within the context of the government hospital in Bangladesh. The study used 126 Nurses at two medical college hospitals. And found out that generally nurses perceive a moderate level of job organisational climate and job satisfaction. The study further revealed that there is a significantly positive (r =.053, p < .01) between organisational climate and job satisfaction of nurses.

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Conceptual Framework

Based on the overall rationale for conducting the study, the proposed nature of interrelationships among the constructs, the theories supporting the study, this conceptual framework is being proposed. The interrelationship among the major constructs is depicted in Figure 1.

INDEPENDENT VARIABLE		DEPENDENT VARIABLE

Organisational Climate

- Structure
- Responsibility
- Rewards/ recognition
- Standards
- Org. support
- Commitment

Job Satisfaction

- Interaction / communication
- Payment
- Task requirement
- Organisatonal policies
- Autonomy
- Professional status
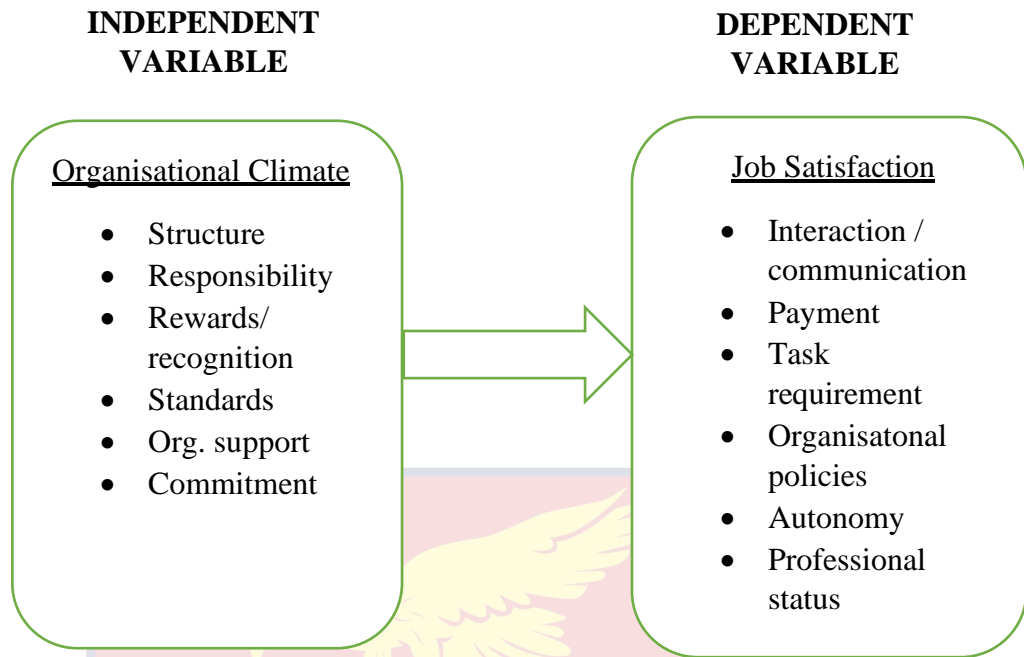
Figure 1: Conceptual Framework

Source: Author's own Construct (2020)

Conceptually, the study proposes that there is an association between the independent variables otherwise predictors (organisational climate) and job satisfaction. It also asserts that, organisational climate has the capacity to predict a positive change in job satisfaction of employee. Holistically, the study proposes that organisational climate and job satisfaction are significant positive predictors of employee job satisfaction. On the other hand, deficiency in the predictors is also probable to reduce job satisfaction of nurses at the Nsawam Government Hospital in the Eastern Region, Ghana.

Chapter Summary

This chapter considered a reviewed literature on, concepts and academic prepositions that have been espoused in the area of organisational climate and job satisfaction, alongside theories underpinning the study, an empirical review

and a conceptual framework depicting the relationship between the two variables under study.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focused on the research techniques adopted for this study with the aim of achieving the research objectives. It elaborated the research design and provided details regarding the population, sample and sampling techniques and the research instruments that was used in collecting data for the study. It discussed the data collection methods, reliability, validity, ethical issues and data analysis plan.

Research Approach

The research adopted a quantitative approach. This approach to research is specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognised (Gefen, Rigdon & Straub, 2011). It is argued that human behaviour, like physical phenomenon, the natural social sciences can be quantified in attributes (Kangai, 2018).) and this is done through the quantitative research approach. This approach is considered apt because it enables the researcher to generate data through the standardized collection procedures based on highly structured research instrument(s) and well-defined study concepts and related variables.

Also, quantitative approach was considered appropriate because objectives of the study sought to examine the relationship between organisational climate and nurses' job satisfaction in the Nsawam Government Hospital in the Eastern Region, Ghana. This was measured by using respondents' agreement on various indicators measuring the various types of

organizational climate and nurses' job satisfaction at the Nsawam Government Hospital in the Eastern Region, Ghana.

Research Design

The researcher adopted for this study an exploratory and descriptive survey research, thus, descriptive correlational design. The study   had   a broader purpose of describing the factors contributing to nurses' job satisfaction and also evaluating the effect between the constructs. The study in part adopted the descriptive survey design because it allowed for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006). Also, the explanatory aspect was used to analyse the effect of organizational climate on nurses' job satisfaction. The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion.

Berger, (2018) opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research designs were therefore suitable for the study because data was collected through questionnaire, to answer the research questions.

Study Area

The Nsawam Government Hospital (officially Akaupim South Municipal hospital) was commissioned on 2nd February 1982. The 135-bed capacity hospital is noted in the Eastern region as one of the best in the area of quality Assurance and infection prevention. The hospital has four main wards; Pediatric, Male, Female and Maternity wards. The hospital has over 220 staff

who ensure that there is consistent provision of 24- hour service to patients and clients. The Hospital was set up to provide quality, accessible and affordable healthcare to the whole Nsawam catchment area, using services of qualified, humane as well as motivated staff.

It is the first hospital in the eastern region to receive the enviable "Baby Friendly" award. In 2003 the hospital won the prestigious 2nd best managed District Hospital Award in Ghana. The hospital has the stated vision to become a Centre of excellence in the delivery of quality, client focused, result oriented and affordable health service in the Eastern region of Ghana. While enhancing its international image and recognition through medical elective placements. The hospital, in collaboration with Royal Triangle, has hosted numerous medical students on elective from United Kingdom, New Zealand, North America, India and Malasia respectively.

Population

According to Leedy and Ormrod, (2010) population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion. Robson (2002) also disclosed that population refers to all the cases being under study. Robson further cautioned that population does not only mean people but may also refer to situations in which someone might be interviewed, as well as times and locations. The target population of the study was the nurses of the Nsawam Government Hospital regardless of their religion, language and other socio-demographic background. Both male and female nurses with permanent employment at the hospital were included. The total number of nurses in the Hospital according to the Eastern Regional Health Directorate Records (2020) was 200.

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Sample and Sampling Procedure

A subset or some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Gravetter, Forzano, (2012). described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn. However, this study adopted a census approach where each member of the population participated in the study. A census survey collects complete information from all participants in the population (Champ, 2003). In other words, a census is often construed as the opposite of a sample as its intent is to count everyone in a population rather than a fraction (Cochran, 2007). This means that all nurses were included.

Data Collection Instruments

Self-administered semi-structured questionnaires were used to collect data from the respondents. A questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. Brown (2014) state that, questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. Questionnaire is chosen for the data collection because it's a self-reported measure which guarantees confidentiality. It is also more likely to elicit truthful response with regard to the information required from the respondents. The questionnaire was designed to be brief. Also, appropriate language was used to avoid ambiguity and to attract respondent's interest.

The questionnaire consisted of different types of questions. And each was tailored based on the objectives outlined for the study. The questionnaire was developed using existing scales developed by prior researchers. The organisational climates questionnaire was adapted from the scale developed by Stringer, (2002) and that of Nurses' Job satisfaction was adapted from Stamps (1997). These scales have been reported to have high reliabilities and have been recently used by other researchers in the study. In Danish, Draz and Ali (2015); Latif (2010) and Lee and Cummings, (2008). study, Chronbach's Alphas for the constructs and sub constructs of the job satisfaction and turnover intention loaded above the 0.70 reliability threshold set by Pallant, Haines, Green, Toohill, Gamble, Creedy and Fenwick, (2016). Moreover, the instrument covered sections A-C where section A collected respondents' characteristics, section B and C comprising organizational climates and nurses' job satisfaction respectively.

Data Collection Procedure

After formal permission for the data collection was granted by management of the University, the questionnaires were self-administered to the respondents who participated in the study. A period of two weeks was used for the collection of data, specifically from 5th July to 19th July, 2020. The purpose of the study was explained to them to pave way for retrieval of the questionnaires from the respondents without difficulty. This mode of data collection provided the opportunity for the researcher to establish a rapport with the respondents, thereby ensuring higher recovery rate (Leedy & Ormrod, 2010)

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Reliability and Validity

Reliability and validity are two key components considered when evaluating a particular instrument. Reliability, according to Roberts, Priest, and Traynor (2006) are concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Saunders and Lewis (2012) explained that internal consistency involves correlating the responses to each question in the questionnaire with other questions in the questionnaire. Cronbach Alpha which measures internal consistency would be used and it would measure the degree to which all items on a scale measures an underlying construct (Pallant, 2020). The individual consistency reliability should be 0.7 threshold or higher.

From Table 1, the Cronbach alpha for the variables; effectiveness, perceived challenges and overall indicators ranged from 0.734 to 0.909. This implies that, all constructs and the scales used to measure the variables under study were reliable.

Table 1: Reliability Statistics

Variable	Cronbach's Alpha
Nurses' Job Satisfaction	.803
Organisational Climate	.743

Source: Field Survey (2020)

The validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it supposed to measure (Saunders Lewis, 2012). They further argued that an instrument must be reliable before it

can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature that served as evidence and supported the answers found using the questionnaire, relevance being determined by the nature of their research question and their own.

Data Processing and Analysis

Collected questionnaires have to be managed properly if decision-making is to be made of it. Consequently, it is important that raw data is handled properly so as to transform it into information for the purpose of decision making. The questionnaires that were retrieved were first sorted out to find out those that were not answered and to check for consistency, clarity and accuracy of recording. Each of the questionnaires was given an identification number to avoid double entry or data loss. The questionnaires were coded using the SPSS Version 26.0 template. The SPSS aided in the analysis of the data collected on objective one, two and three.

Ethical Consideration

No study can be deemed credible if it is tainted with unethical dilemma. Ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others (Saunders, Lewis & Thornhill, 2007). Formal permission was sought from the authorities of Nsawam Government Hospital for the conduct of the study in their institution. This was made possible because an introductory letter was sent from the Graduate School of University

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of Cape Coast which essentially sought to ask for permission for the conduct of the study at the hospital.

A field visit was personally made to that effect. This created the opportunity for me to build rapport with management of the Hospital which eventually gave me the chance to collect the primary data from the respondents. A period for the primary data collection exercise was scheduled. The purpose of the study was fully explained to the respondents. Again, the benefits that may accrue to the hospital were also communicated to the concerned stakeholders.

The respondents were fully detailed about the sampling process and those who qualified were not forced to participate in the study but were however encouraged to participate in the study. Similarly, the questionnaire was designed in such a way to make it easier to complete. The content of the questionnaire was such that the anonymity and privacy of the participants were protected. Again, the information provided by the respondents were treated with utmost confidentiality. ipantshered were processed as dully collected. Thus, no data manipulation was done afterwards. Similarly, the results were presented as were found after the data analysis.

Chapter Summary

In this chapter, a description and justification of the methods and procedures used in this study were provided. The chapter outlined the research design for the study. It included the descriptions of the survey population, how the sample was drawn, the method of data collection, the data collection procedure and the statistical methods that were employed to analyze the data. Reliability and validity of the research instrument were assessed. Special attention was given the Statistical Package for Social Science (SPSS version

26.0) as the main analytical tool for achieving the primary purpose of the study before concluding the chapter by providing an overview of the ethical considerations pertinent to the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study was conducted to examine the effects of organisational climate on nurses' job satisfaction. This chapter presented the findings of the study which were based on the stipulated objectives and research questions of the study. The findings were chronologically presented and fully discussed in relation to the stipulated objectives. This section provides information about the demographic characteristics of the respondents that were surveyed. The findings were reported using descriptive and inferential statistics such as frequency, percentage, correlation and regression. These measures were appropriate for such analysis. The findings were presented on tables.

Response Rate

According to Mugenda and Mugenda (2003), a response rate represents the number of respondents who actually participated in a given study. The authors claimed that, a response rate of 70% and above is excellent and suitable for analysis, 60% is very good, and 50% is good and below 50% is not appropriate for quantitative research analysis. However, this study attained a responses rate of 100% in that the responses from all the two hundred Nurses were used for the analysis.

Background Characteristics of Respondents

This section captured few background data of the respondents to aid in understanding the personal make up of the participants in the study.

Table 2: Personal Data of Respondents

Variable	Option	Frequency (N)	Percent (%)
Age	Under 25 years	40	20.0
	26 – 35 years	80	40.0
	36 – 45 years	40	20.0
	46–55years	30	15.0
	56yrs& above	10	5.0
Gender	Female	146	73
	Male	54	27
Marital Status	Single	118	59.0
	Married	79	39.50
	Divorced	3	1.50
Level of Ed. in Nursing	Diploma	125	62.50
	BSc. Nursing	41	20.50
	Master	12	6.0
	Others	22	11.0
Work Experience	Below 5years	122	61
	5–10	64	32
	11–20	12	6
	21–30	2	1
Job Title	Registered Nurse	90	45
	Midwife	50	25
	Enrolled Nurse	40	20
	Rotational Nurse	20	10
Totals		**200**	**100**

Source: Field Survey (2020)

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For the purposes of obtaining data for analysis in this study, questionnaires were distributed by the researcher to target respondents. As captured in Table 2 concerning the age distribution of the respondents, the results indicate that the highly represented age group were those in the 26-35 age brackets 40%. This was followed by those in the brackets of below 25 and those within the age range of 36-45 representing 20% respectively. The third highest age group were those under 46-55, 15%. The least group was those over 56 years and above 5.0%. The age distribution showed that Nsawam Government Hospital has relatively younger employees. According to (Douglas, 2001) populations aged from 26 to 35 are considered to be in a highly productive age category, signifying that majority of the respondents are at a highly productive age.

With respect to the gender of the Nurses, the results from Table 2 show that majority of the Nurses were female 73% as compared to the males 27%. The distribution showed a relatively vast number of female nurses compared to male nurses at the Nsawam Government Hospital. The reason for female dominance could be attributed to interest females have for the nursing profession compared to males. Again, the marital status of the nurses was assessed and result shows that majority of the respondents representing 59% were single, whiles 39% were married and 1.5% had divorce their marriages.

The highest academic qualification of the Nurses was Diploma (65.5%); this is followed by BSc. Nursing 20.5%, other certification 11% and only 6% of the respondents were holding Master's degree in Nursing. With respect to the number of years the Nurses are engaged in the Hospital, majority of the respondents had worked below 5 years, 61%, followed by those within 5– 10

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years 32%. Also, Nurses who were engaged between 11 – 20 years constituted 7% whereas over 21-30years were only 1 %. Finally, on the demographic characteristics of the respondent, the job designation of each nurse was assessed and the result revealed that out of a total of 200 Nurses, 45% denoting the highest percentage of the nurses were registered nurse, followed by 25% being midwifes. Also enrolled nurses accounted for 20% whiles rotational nurses were 10%.

Factors Contributing to Nurses' job Satisfaction

This section of the study captured results of the first objective which sought to assess the factors contributing to nurses' job satisfaction at the Nsawan Government Hospital in the Eastern Region of Ghana. Prior to analysing the objective, a preliminary assessment on the normality of the constructs adapted to define the factors was conducted. In view of Pallant (2020), normality assessment is done to ensure that the data collected for further analysis is normal and that the distribution is not clustered at one side. According to the author, a Skewness and Kurtosis values should not exceed ±1 and ±1.5 respectively. The result as reported in Table 3 showed that, normality assumption was not violated. To analyse the main objective, mean and standard were employed and rating of the factors were done on a 7-Likert Scale from least agreement to highest agreement.

Table 3: Factors contributing to Nurses' Job Satisfaction at the Nsawam Government Hospital

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Interaction	5.0050	1.36999	-.656	.172	.096	.342
Pay	3.8825	1.56595	-.022	.172	-.639	.342
Task Responsibilities	4.7100	1.34628	-.406	.172	-.055	.342
Hospital Policies	4.0075	1.57276	-.226	.172	-.791	.342
Autonomy	4.4200	1.40391	-.293	.172	-.530	.342
Professional Status	4.8250	1.26276	-.360	.172	-.364	.342
Job Satisfaction	4.4750	.90843	-.094	.172	-.367	.342
Valid N (listwise)						

Source: Field Survey (2020)

From the Table 3, a number of constructs measuring Nurses' job Satisfaction were adapted from Stamps (1997) namely; interaction, pay, and task responsibility, hospital policies, Autonomy and professional status. Here, Nurses were asked to assess how each of the above-mentioned factors contribute to their job satisfaction at Nsawam Government Hospital. The results suggest that job satisfaction was high among Nurses at Nsawam Government Hospital (M=4.4750, *SD*=0. 90843). Specifically, when the Nurses were asked how interaction contribute to their job satisfaction, majority representing (M=5.0050, *SD*=1.36999) indicated they were satisfied with it. With regards to pay it was moderately agreed on as a factor contributing to their job satisfaction

(M=3.8825, SD=1.56595). Again, majority of respondents agreed to the fact that task responsibility impact the satisfaction they derived from their job (M=4.7100, SD= 1.34628). Also, majority of the nurses concurred that the policies of hospital contribute to their job satisfaction. In respect of the autonomy at the Hospital, majority of them again opined that it is part of their job satisfaction (M=4.4200, SD=1.40391). Finally, the most of the nurses confirmed that professional status (M=4.8250, SD=1.26276) was a key indicator of their satisfaction.

By insinuation the findings of the study reveal that; Nurses at Nsawam Government Hospital derived their job satisfaction from interaction, task responsibility, hospital policy, autonomy, and professional, whiles pay was delineated by most of the Nurses as the least factor that contribute to their job satisfaction. According to Gaunya (2016) the climates within an organisation should be a critical issue of consideration for mangers of every organisation that is by clearly understanding the factors that fuel the satisfaction employees derive from the work settings. In line with the finding of this study, Latif (2010) disclosed that, nurses may be satisfied with their job when the work settings are favourable. The same revelation was further reached by Kafui, Agbozo, Sakyi Owusu, Hoedoafia and Boateng Atakorah (2017) whose study revealed that good interaction, commitment and communication have a direct significant relationship with staff morale and satisfaction at work. Thus, it could be concluded that management of the Hospital should investigate further to understanding other factors that contribute to the satisfaction of nurses at the hospital in order to be able to harness the potentials of these nurses in achieving the goals of the hospital.

Relationship between Organisational Climate and Nurses' Job Satisfaction

This aspect of the study was designated to test the second objective, that is, the relationship between organisational climate and nurses' job satisfaction in the Nsawam Government Hospital. In assessing this relationship, Pearson's correlation coefficient was generated from SPSS software and reported in Table 4. Correlation coefficient measures the direction and strength of a relationship between two variables. Cohen's (1992) criteria for determining the direction (positive or negative) and strength (weak, moderate and strong) was used in the study. According to the author, Correlation coefficients (r) from 0.10 to 0.29 or -0.10 to -0.29 indicates weak; 0.30 to 0.49 or -0.30 to -0.49 is moderate and 0.50 to 1.0 or -.50 to -1.0 is considered strong and significance level (P) assessed at 5% (0.05), 2-tailed.
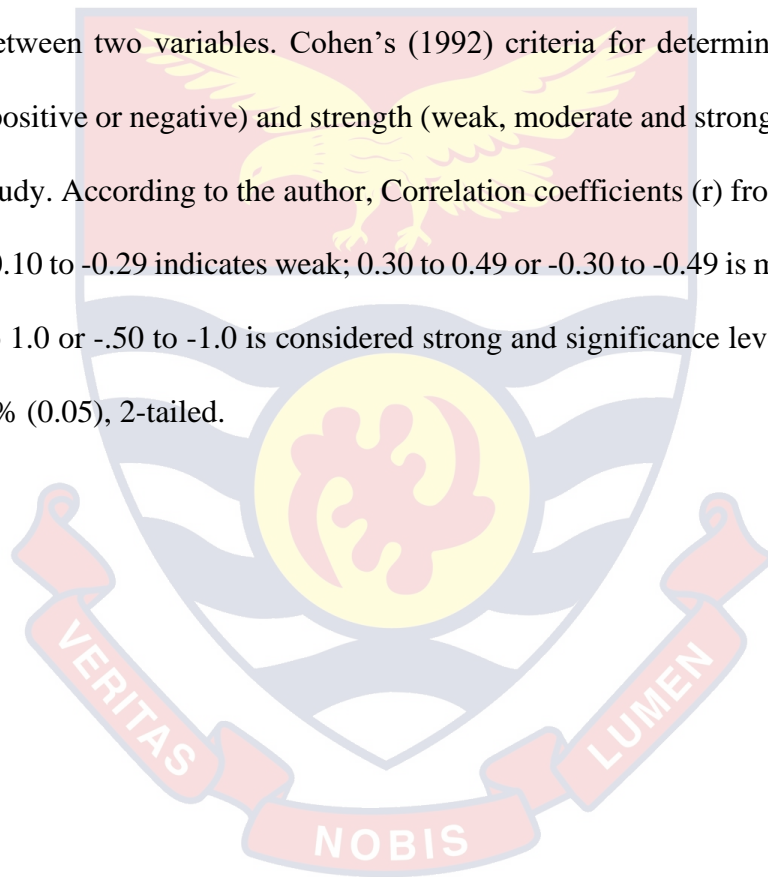
Table 4: Correlations- Assess the Relationship between Organizational Climate and Nurses' Job Satisfaction in the Nsawam Government Hospital

Variables	OC	JS	IN	PY	TR	HP	AY	PS
OC	1	.596**	.414**	.418**	.254**	.436**	.349**	.402**
		.000	.000	.000	.000	.000	.000	.000
JS	.596**	1	.619**	.593**	.548**	.704**	.714**	.656**
	.000		.000	.000	.000	.000	.000	.000
IN	.414**	.619**	1	.144*	.356**	.233**	.280**	.428**
	.000	.000		.042	.000	.001	.000	.000
PY	.418**	.593**	.144*	1	.198**	.316**	.303**	.221**
	.000	.000	.042		.005	.000	.000	.002
TR	.254**	.548**	.356**	.198**	1	.181*	.280**	.130
	.000	.000	.000	.005		.010	.000	.067
HP	.436**	.704**	.233**	.316**	.181*	1	.483**	.419**
	.000	.000	.001	.000	.010		.000	.000
AY	.349**	.714**	.280**	.303**	.280**	.483**	1	.389**
	.000	.000	.000	.000	.000	.000		.000
PS	.402**	.656**	.428**	.221**	.130	.419**	.389**	1
	.000	.000	.000	.002	.067	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey (2020)

The table revealed that organisational climate had strong significant positive relationship with Nurses' job satisfaction (r=.596, p<0.001). In furtherance to this result, the specific elements of job satisfaction were correlated with organisational climate. The table showed that all the elements of job satisfaction had significant relationship with organisationl climate. Thus, interaction and organisationl climate was r=0.414; p<0.001; pay and organisationl climate, r=0.418; p<0.001; task responsibilities and organisationl climate, r=0.254; p<0.001, hospital policies and organisationl climate, r=0.436; p<0.001, autonomy and organisationl climate, r=0.349; p<0.001 and professional status and organisationl climate, r=0.402; p<0.001. This finding suggests that, an increase in 1-unit organisational climate will result to a significant increase in Nurses' job satisfaction by 0.596. It can therefore be concluded that, organisational climate is associated with Nurses' job satisfaction positively.

Effect of organisational Climate on Nurses' Job Satisfaction at Nsawam Government Hospital

This section sought to provide findings relating to the last objective of the study on examining the effect of organisational climate on nurses' job satisfaction. A regression analysis was employed to analyse the effect of organisational climates on Nurses' job satisfaction at the Nsawam Government Hospital. The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). This represents the proportion of variance in either variable which is linearly accounted for by the other (Cohen, 1992). The analysis was done using SPSS software and the output of the analysis was reported in Table 5, 6 and 7.

Table 5: Model Summary- Effect of organisational climate on nurses' job satisfaction at Nsawam Government Hospital

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596[a]	.355	.351	.73157

Source: Field Survey (2020)

With organizational climates as independent variables and Nurses' Job satisfaction as a dependent variable, Table 5 gives the model summary of the output. This table displays R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (nurses' job satisfaction) and the independent variables (organisational climates). Therefore, from Table 5, organisational climates and the nurses' job satisfaction are positively correlated, and the strength of the relationship is very strong at r = .596. The R squared, the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. Thus, about 35.5% of the variation in Nurses' job satisfaction is explained by organisational climate.

Table 6: ANOVA[a] -Effect of organisational climate on nurses' job satisfaction at Nsawam Government Hospital

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.256	1	58.256	108.848	.000[b]
	Residual	105.970	198	.535		
	Total	164.225	199			

Source: Field Survey (2020)

Table 6 is the ANOVA table which provides the test significance for R and R^2 using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small 0.05, then, the independent variable (organisational climates) did a good job explaining the variation in the dependent variables (Nurses' Job Satisfaction). In this analysis, the ρ-value is well below .05 ($\rho < .001$). Therefore, it can be concluded that the R and R^2 between organisational climate and Nurses' job Satisfaction is statistically significant implying that organisational climates influences nurses' job Satisfaction positively.

Table 7: Coefficients[a] ˉ Effect of organisational climate on nurses' job satisfaction at Nsawam Government Hospital

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.553	.285		5.452	.000
	Organisational Climate	.659	.063	.596	10.433	.000

Source: Field Survey (2020)

Table 7 also provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as Organisational climate in this case (representing the independent variables), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression

equation, predicting Nurses' job satisfaction based on organizational climates as; Y (Nurses' job satisfaction) = 1.553+ 0.659X_1 (organstional climate).

Taking the values of the slope and the intercept in the resulting regression equation, the researcher can make the following assertions: That is from the intercept, when there is no organizational climates', thus when it is zero, Nurses Job Satisfaction will be 1.553, and again from the slope, organization climates will lead to an increase in Nurses job satisfaction by 59.5%. Therefore, organisational climates has a statistically significant impact on Nurses' Job satisfaction. The findings of the study reveal that, if management of the Nsawam Government hospital create a work environment characterised by a workable structure, rewards, recognitions, organisational support, commitment and friendly standard they impact the satisfaction level of nurses positively. By implication, organisational climate has the potency of enhancing the job satisfaction level of nurses' at Nsawam Government hospital.

Corroborating with studies done by Latif (2010), organisational climate was found to have a significant positive relationship with nurses' job satisfaction. The finding of this study further supports the revelation of Lee and Lee (2008) whose study result reveled that, overall organisational climate was significantly positive association with job satisfaction. Again, the study finding was also in congruence with a study done by Okoya (2013) who asserted that there is a significant positive association between organisational climate and performance, although there was direct effect of some human resource practices on organisational outcomes such as efficiency, training, employee involvement was negative. For instance, Thakur, Sheikh and Kewalramani (2020), also studied work climate and job satisfaction and reported that a positive link exists

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between work environment and intrinsic aspects of the job satisfaction which is also in line with the study's findings.

Chapter Summary

This chapter presented the results from analysis of the data in accordance with the specific objectives of this study. Data regarding respondents' demographic information were analysed using descriptive analysis of frequency, percentages etc. Whilst objective one, two and three were analyzed using both correlation and regression techniques (inferential statistics). The findings from the study showed statistically significant positive nexus between organizational climate and nurses' job satisfaction. A detailed discussion on each objective were provided for each key finding.

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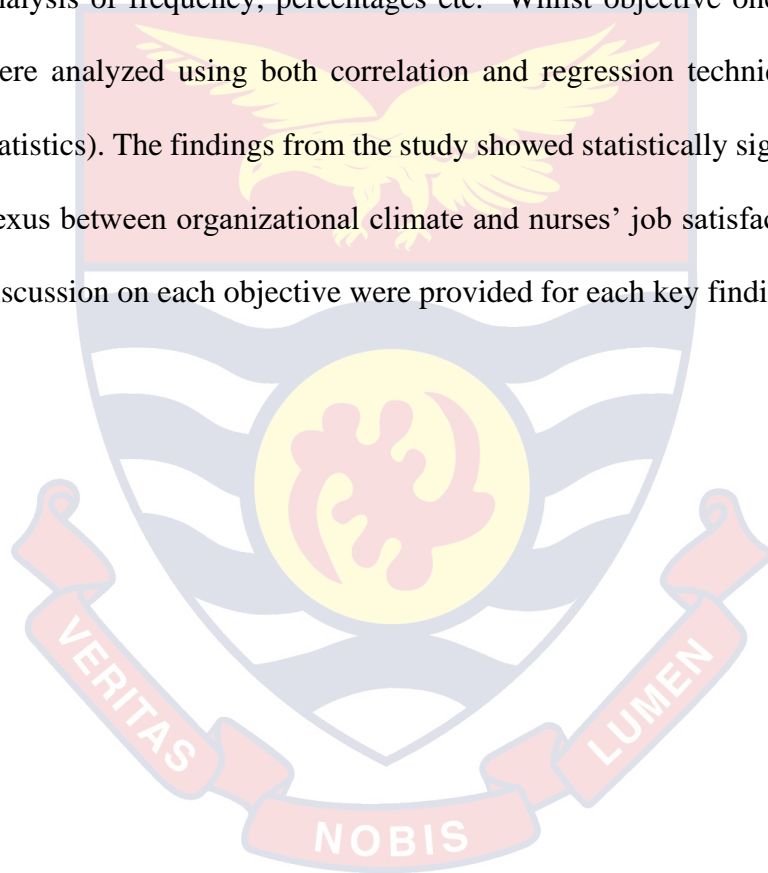
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. The summary and conclusions are based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research.

Summary of Findings

The study was primarily designed to investigate the effect of organisational climate on Nurses job satisfaction at the Nsawam Government Hospital. To achieve the overall purpose of the study, the study pursued the following specific objectives;

1. What factors account for the nurses' job satisfaction in the Nsawam Government Hospital in the Eastern Region, Ghana?

2. What relationship exist between the organisational climate and nurses' job satisfaction in the Nsawam Government Hospital in the Eastern Region, Ghana?

3. What effect does organisational climate have on the job satisfaction of nurses in the Nsawam Government Hospital in the Eastern Region, Ghana?

The study employed the descriptive correlational design to meet the methodological underpinning of the research design. Using all the 200 Nurses

of the Nsawam Government Hospital as respondents, the study employed a 7-Likert scale typed questionnaire to gather data from the respondents.

To analyse the specific objectives of the study, different statistical techniques were employed. Whereas descriptive statistics such as mean and standard deviation were utilised to address the first Pearson product moment correlation was also used to report second objectives. Finally, inferential statistics (regression) was adopted for analysis of the third objective. Again, preliminary assessment of the normality of the data collected for constructs of the study after running commentary of the demographic characteristics of the respondents. The assessment showed that data collected was normal and was furthered applied for advanced analysis of the objectives of the study.

Regarding objective one which dealt with the factors contributing to the Nurses' job satisfaction in the Nsawan Government Hospital, the study revealed that; Nurses at Nsawam Government Hospital derive their job satisfaction from interaction, task responsibility, hospital policy, autonomy, and professional, whiles pay was delineated by most of the Nurses as the least factor that contribute to their job satisfaction. This means that when management of the Hospital investigates further to understanding other factors that contribute to the satisfaction of nurses at the hospital, they will be able to harness the potentials of these nurses in achieving the goals of the hospital.

Furthermore, the findings of the objective two which investigates the relationship between organisational climate and Nurses' job satisfaction, showed that there was a strong and positive relationship between organisational climate and job satisfaction of nurses in the Nsawam Government Hospital. By

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this finding it was asserted that when components of organisational climate are improved, they further advance the job satisfaction of the nurses of the hospital.

Finally, the study found that, organisational climate has significant positive influence on Nurses' job satisfaction. In view of this revelation, when management of the Nsawam Government hospital create a work environment characterised by a workable structure, rewards, recognitions, organisational support, commitment and friendly standard, they impact on the satisfaction level of nurses in the hospital positively.

Conclusions

The study aimed at examining the effect organisational climate has on the job satisfaction of nurses in the Nsawam Government Hospital. The following conclusions were, therefore, drawn based on the study's key findings.

For objective one, the findings were supported by previous studies and conclusion reached that, when management of the Hospital investigates further to understanding other factors that contribute to the satisfaction of nurses at the hospital, they will be able to harness the potentials of these nurses in achieving the goals of the hospital. This can be done through employee to management dialogue, focus group discussions and personal relations to identify the needs of the nurses of the hospital.

In respect of objective two, it was concluded that organisational climate has an association with job satisfaction. Again, it was concluded that, the various elements of job satisfaction all had relationship with organisation climate. Finally, a conclusion was reached on the third objective that, organisational climate has a significant effect on job satisfaction of nurses in the Nsawam Government Hospital. In addition, it was concluded that management

of the Nsawam Government hospital should provide an atmosphere that can accommodate nurses' needs and grievances.

Recommendations

Based on the findings and conclusions drawn from the study, the recommendations made ensue;

- Management of the hospital should at least once in a year hold management and nurses' dialogue to discuss the issues bordering the work of the nurses so as to ascertain the best way to keep them satisfied with their job.
- The Ghana Health Service should inculcate employee grievances and suggestion system to help collate information concerning the job of the nurses and other health workers in general to help improve on the services of the health sector.
- That the government through the Ghana Health Service and the Hospital officials to assess the pay of the nurses to see how it affects the job of the nurses. This will ensure that the commitment levels of the nurses are improved.

Suggestions for Further Studies

The study focused on how organisational climate influence the job satisfaction of nurses in Nsawam Government Hospital. Clearly, the study focused on only one government hospital out of the numerous in Ghana. As a result, generalising the study's findings to cover all the hospitals across the country could be misleading. The study, therefore, suggested that further

research can extend the study area to capture all or other government hospitals within the country in order to aid generalisation of findings.

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APPENDIX: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HUMAN RESOURCES

SCHOOL OF BUSINESS

Research Questionnaire

I am a student of University of Cape Coast of the School of Business, Department of Human Resources. As part of my program requirements, I am submitting this questionnaire to seek your opinion on the topic "*Organizational Climate and Job Satisfaction of Nurses in the Nsawam Government Hospital, Ghana"*. All responses will be treated strictly confidential and will solely be used for Academic Research. Kindly spare sometime to complete it for me.

Section I: Background Information

The information below captures details about you. Please provide answers to these details by ticking (√) against the appropriate item.

1. What is your current age? …………………………………………years old.

2. Your gender:

a. Male [   ]   b. Female [   ]

3. Marital Status

a. Single [   ]   b. Married [   ]   c. Divorced [   ]

4. Level of education in nursing

a. Diploma [   ]   b. BSc. Nursing [   ]

c. Masters [   ]   d. Other [   ]

5. Years of work experience

a. Below 5 years [   ]   b. 5 – 10 years [c. 11 – 20 years [   ]

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d. 21- 30 years [   ]   e. Over 30 years

6. What is your current position in the Hospital?

………………………………………………………………………

Section II: Organisational Climate in the Hospital

This section reflects your opinion, feeling or judgment about the extent to which you think with the existing work environment. Please read each statement carefully and indicate your response using the scale of 1 (least agreement) to 7 (highest agreement) by circling the appropriate option.

No.	Item/ Statements	1	2	3	4	5	6	7
Structure								
1	Hospital vision, mission, values, goals, and objectives are clearly defined that influence me for better performance.	1	2	3	4	5	6	7
2	In this Hospital, it is sometimes unclear who has assigned position to make decision.	1	2	3	4	5	6	7
Responsibility								
3	We do not rely too heavily on individual judgment in this Hospital; the most judgement is depended on group or committee.	1	2	3	4	5	6	7

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4	One of the problems in this Hospital is that individual do will not take responsibility.	1	2	3	4	5	6	7
Reward and responsibility								
5	We have a promotion system here that helps the best worker rise to the top.	1	2	3	4	5	6	7
6	There is not enough reward and recognition given in this Hospital for doing good work.	1	2	3	4	5	6	7
Standard								
7	In this Hospital, we set a very high standard for performance	1	2	3	4	5	6	7
8	The management style of the Hospital relies on more on development of staff than on rules.	1	2	3	4	5	6	7
Support								
9	A friendly atmosphere prevails among the people in this Hospital.	1	2	3	4	5	6	7
10	Management makes an effort to talk with you about career apparitions within the Hospital.	1	2	3	4	5	6	7
Commitment								
11	I always speak favourably about my Hospital to my friends and others.	1	2	3	4	5	6	7

13	I would accept almost any types of job assignment to continue working in the Hospital.	1	2	3	4	5	6	7

Section III: Nurses' Job Satisfaction

The statements below relate to your perception about your job in the facility.

Using the scale from 1 (least agreement) to 7 (highest agreement), rate your

level of agreement with each of them. circle (○) in the most appropriate column.

No.	Item/ Statements	1	2	3	4	5	6	7
Interactions								
1	The nursing personnel in my unit always help one another when things get in a rush.	1	2	3	4	5	6	7
2	Physicians in my unit always appreciate and value the nurse's performance.	1	2	3	4	5	6	7
Payment								
3	The amount of pay I get is reasonable for my qualification, skills and experience.	1	2	3	4	5	6	7
4	I am not satisfied with the benefits I receive from my extra work.	1	2	3	4	5	6	7
Task responsibility								
5	I feel I could do a better job if I didn't have so much to do all the time.	1	2	3	4	5	6	7

6	There is too much clerical and 'paper work' required of nursing personnel in this hospital.	1	2	3	4	5	6	7
Hospital policies								
7	There is ample opportunity for nursing staff to participate in the administrative decision-making process.	1	2	3	4	5	6	7
8	The policy for promoting the nurses into higher position is satisfactory.	1	2	3	4	5	6	7
Autonomy								
9	I have too much responsibility and enough authority.	1	2	3	4	5	6	7
10	I have considerable opportunity for independence and freedom in how I do my job.	1	2	3	4	5	6	7
Professional status								
11	Nursing is widely recognised as being an important profession.	1	2	3	4	5	6	7
12	I am pleased towards the attitude or views of general public and care receivers about nursing profession.	1	2	3	4	5	6	7
13	I feel proud with the others' comments regarding nursing profession.	1	2	3	4	5	6	7

THANK YOU FOR YOUR TIME!