

# Organizational Climate HRD Climate Job Satisfaction and Its Outcomes: A Conceptual Model



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*The turbulent business climate brought in the wake of Liberalization, Privatization, and Globalization (LPG), growth in knowledge and advances in information technology is offering managers a complex and challenging situation (Davis, 1995). It has been described as: broad and strategic; involving all managerial assets; and having the objective of enhancing organizational performance and meeting employee needs (Poole, 1990). This article explores how the concept of Organizational Climate (OC), Human Resource Development Climate (HRDC) and Job Satisfaction should be understood as mediators of organizational commitment and Organizational citizenship behavior and the subsequent impact on outcomes of both individual and organizational level. In the first part of the article, a conceptual model in the form of a flow chart is presented, illustrating Organizational Climate, HRDC and Job Satisfaction as mediators of Organizational commitment and organizational citizenship behavior and outcome variables (See Figure, 1). In the second part of the article, evidence from research literature is provided to substantiate the conceptual model. The proposed conceptual model invites a variety of additional new research possibilities. This conceptual model is prepared based on structural and behavioral model by Venkat Raman (2005).*

**Keywords:** Organizational Climate, HRD Climate, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Individual and Organizational Performance, Turnover Intention and Actual Employee Turnover.

## 1. Introduction

Global turmoil has witnessed the growing importance of Human Resource Management (HRM) in both business and public life. The turbulent business climate brought in the wake of Liberalization, Privatization, and Globalization (LPG), growth in knowledge and advances in information technology is offering managers a complex and challenging situation (Davis, 1995). It has been described as: broad and strategic; involving all managerial assets; and having the objective of enhancing organizational performance and meeting employee needs (Poole, 1990). This article explores how the concept of Organizational Climate (OC), Human Resource Development Climate (HRDC) and Job Satisfaction should be understood as mediators of organizational commitment and Organizational citizenship behavior and the subsequent impact on outcomes of both individual and organizational level. In the first part of the article, a conceptual model in the form of a flow chart is presented, illustrating Organizational Climate, HRDC and Job Satisfaction as mediators of Organizational commitment and organizational citizenship behavior and outcome variables (See Figure, 1). In the second part of the article, evidence from research literature is provided to substantiate the conceptual model. This conceptual model is prepared based on structural and behavioral model by Venkat Raman (2005).

## 2. Organizational Climate HRD Climate and Job Satisfaction

### 2.1 Organizational Climate

Organizational climate serves as a measure of individual perceptions or feelings about an organization. It is comprised of mixture of norms, values, expectations, policies and procedures that influences of work motivation, commitment and individual and work unit or departmental performance. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, and provision of good working conditions and creation of suitable career ladder (Nicholson and Miljus, 1992). Luthans (1998) considers organizational climate as a component of organizational culture and defines it as “an overall feeling” that is conveyed by physical layout, the way participants interact, and the way members of the organization conduct themselves with customers or other outsiders.

### 2.2 Human Resource Development Climate

The concept of climate with specific reference to HRD climate has been introduced by Rao and Abraham (1985). It has been elucidated that an optimal level of “Development climate” is essential for facilitating HRD. Such a development climate can be characterized with; to treat the people as the most important resource, manager to assume the responsibility of developing competencies of the employees: faith in the capability of the employees to change and acquire new competencies at any stage of life; to be open in communications and discussion; encouraging risk-taking and experimentation making efforts to help employees recognize their strength and weaknesses through feedback; general climate of trust, employees helpful to each other and collaborate with each other; team spirit; supportive personnel policies and lastly supportive HRD practices including performance appraisal, training, reward management, potential development, job rotation and career planning.

### 2.3 Job Satisfaction

Job satisfaction is to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job. It means the contentment of the servers because of their jobs. It is the personal evaluation of the job conditions (the job itself, the attitude of the administration etc.) or the consequences or (wages, occupational security etc.) acquired from the job (Fletcher and Williams, 2006). In line with this definition, job satisfaction might be handled as the consequence resulting from the comparison between the expectation of the server from his/her job and the job in question which is performed.



**Figure 1** Organizational Climate HRD Climate Job Satisfaction and Outcomes

### 2.4 Relationship between Organization Climate and Job Satisfaction

A large number of studies have consistently demonstrated relationship between organizational climate HRD climate and job satisfaction (Ostroff, 2007). Frielander and Margulies (1999), using perception data from an electronics firm, studied the multiple impacts of organizational components and individual job values on workers satisfaction. They found that climate had the greatest impact on satisfaction with interpersonal relationships on a job, a moderate impact upon satisfaction with recognizable advancement in the organization, and relatively less impact upon self-realization from task involvement. Pritchard and Kara sick (1993) studied 76 managers from two different industrial organizations. They found climate dimensions to be moderately strongly related to such job satisfaction facets as security working conditions and advancement opportunities.

### 2.5 Relationship between HRD Climate and Job Satisfaction

Bhardwaj and Mishra (2002) conducted a study with a sample of 107 senior, middle and higher level managers of a private sector organization which is one of India's largest multi-business companies. On the whole, the existence of good HRD climate in the organization was covered by the study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization. Mufeed, Gurkoo & Shah (2006) attempted to study HRD climate and job satisfaction in universities and found poor HRD climate and employees dissatisfied with the prevailing HRD practices in the University. They also examined the perception of 549 teaching and non-teaching employees on the existing status of HRD climate of 9 Indian Universities and concluded that the existing HRD climate in the university is perceived to be satisfactory. Dash, Mohapatra and Bhryan (2013) tried to correlate between HRD climate and job satisfaction and the study revealed that there is negative relationship exists between HRD climate and job satisfaction of the organization. It has been proved by using correlation and regression analysis which were considered the important appropriate statistical tool. They suggested that the management should focus right HR policy to improve HRD climate which is essential for improving the level of job satisfaction of the employees, which would positively help company management to improve organizational performance of the company. Martin (2011) found and indicated that a significant relationship between perceptions of human resource practices and intention to quit, mediated by organizational commitment and job satisfaction. Accordingly, the research has important implications for the management of Cooperative Extension and anyone working in or preparing to work in related fields.

## 3. Job Satisfaction Organizational Commitment and Organizational Citizenship Behavior

### 3.1 Organizational Commitment

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. According to Akintayo (2010) employee commitment can be defined as

the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Organizational commitment can be in three types i.e. normative, affectionate and continuous commitment.

### **3.2 Organizational Citizenship Behavior**

Organizational Citizenship Behavior is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. Organizational citizenship behavior is set of behaviors that are not part of the formal requirements of the job, but helps the effectiveness of work and organizations. Employees often consider these behaviors optional. Therefore, they cannot be officially recognized. The definition of organizational citizenship behavior represents the fact that these behaviors have a certain impact on the effectiveness of the organization through adding social framework to the workplace. There are several reasons to justify why organizational citizenship behavior affects the effectiveness of the organization: increasing management productivity, reducing the need to extend scarce resources, creating an environment that increases employee morale (Organ, 1995).

### **3.3 Relationship between Job Satisfaction and Organizational Commitment**

Job satisfaction, Organizational commitment and Organizational Citizenship Behavior (OCB) are widely studied factors in management literature (Bodla & Danish, 2009; Bodla & Naeem, 2009a; Bodla & Naeem, 2009b; Allen & Meyer, 1997. which are the precursors of employee's performance. Past research has found a positive correlation between job satisfaction and organizational commitment (Mathieu & Zajac, 1990). Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. This thought process assumes that an employee's orientation toward a specific job precedes his or her orientation toward the entire organization. A number of previous researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. For instance, Mueller (1986) found no significant relationship between job satisfaction and organizational commitment. However, other researchers (Busch et al., 1998; Chiu-Yueh, 2000; Feinstein & Vondraek, 2006; Freund, 2005; Mannheim et al., 1997) found that job satisfaction was a significant predictor of organizational commitment. Some researchers argued that job satisfaction reflects immediate affective reactions to the job while commitment to the organization develops more slowly after the individual forms more comprehensive valuations of the employing organization, its values, and expectations and one's own future in it. Therefore, job satisfaction is seen as one of the determinants of organizational commitment (Mannheim et al., 1997). It is thus expected that highly satisfied workers will be more committed to the organization. Organizational commitment and job satisfaction were proved to correlate with one another yielding a positive association.

### **3.4 Relationship between Job Satisfaction and Organizational Citizenship Behavior**

Empirical studies carried out by various researchers to establish the relationship between OCB and Job satisfaction but the results of Job satisfaction- OCB relationship have proven to be an inconsistent one. The findings of job satisfaction-OCB relationship vary across various research studies. But in 15 independent studies across different contexts found a significant relationship between job satisfaction and OCB as discussed by (Organ and Lingl, 1995). Werner (2007) asserts that only satisfied employees seem more likely to display positive behaviors that can effectively contribute to the overall functioning of the organization. Job satisfaction has the most robust attitudinal relationship with OCB (Organ and Ryan, 1995). Employees will tend to display organizational citizenship behaviors more probably when they feel satisfied with their jobs, against support or benefit (e.g., positive work experiences) provided by their organization or colleagues (Bateman and Organ 1983). Bateman and Organ, (1983) examined the relationship between job satisfaction and OCB and found a correlation of .41 between employee satisfaction and supervisory OCB. In another study Schnake et al, (1995) analyzed the effect of perceived equity, leadership and job satisfaction on OCB and found that leadership and perceived equity is strongly related to OCB and hence predictor of OCB while job satisfaction is only found related with two dimensions of OCB. Organ and Ryan, (1995) investigated the relationship between job satisfaction and OCB and noted that there is a modest relationship of job satisfactions with that of Altruism. They also found that civic virtue, courtesy; sportsmanship is sufficient predictor of satisfaction however civic virtue is less related to satisfaction than other OCB measure. Benjamin (2012) found that HRD climate is a predictor of organizational citizenship behavior and voluntary turn over intentions in banking sector.

## **4. Organizational Commitment, Organizational Citizenship Behavior, Performance of Individual and Organization and Turnover Intention**

### **4.1 Relationship between Organizational Commitment and Performance of Employee and Organization**

Organizational commitment is an important to organizational and job approach that has interested many researchers in fields of organizational behavior in psychology, and particularly social psychology over the past years. Moreover, with respect to recent changes in the area of business such as minimizing and merging companies together, some authorities have declared that the effect of organizational commitment on other prominent variables in management area such as leaving (quitting) job, absence, and performance has decreased and therefore it is useless to examine it. But, some other researchers have not

accepted this point of view and they believe that organizational commitment has not lost its importance and can still be subject to research. Perhaps, commitment to group, feeling responsibility to objectives and having a sense of obligation to team requirements may be the accurate meaning of commitment. Commitment to job and work group, especially in hard situations, is more significant and fateful. Perhaps, the best time for evaluating employees' commitment is when difficulties emerge. Of course, the commitment of group's members will be stronger when it is based on human and moral values and also when it has taken place as a result of conscious selection; Because doing affairs under compulsion and imposition will work in opposite direction of commitment.

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values, and constantly think about ways to do their jobs better. Some evidences have shown that there is a strong relation between high levels of organizational commitment and desirable job performance. Hafiz (2017) investigated the relation of dimensions of organizational commitment and employee's performance in banking sector of Lahore. About 213 questionnaires were collected from employees of private and public banks located in Lahore. Regression analysis was used to know the results and it is found that affective, normative, and continual commitment are positively related with employee's performance separately and jointly. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity. Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work. Ali, (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee commitment and organizational performance. They therefore concluded that organizations can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

#### **4.2 Relationship between Organizational Commitment and Turnover Intention**

Numerous studies have continually shown the effect of both job satisfaction and organizational commitment on turnover intentions. Organizational commitment and job satisfaction were proved to correlate with one another yielding a positive association. Organizational commitment and job satisfaction are viewed as an essential component of turnover models because their empirical relationship with voluntary turnover has been established through numerous meta-analyses, in which a negative relationship with turnover intentions has continually been illustrated (Cohen, 1993; Lee, Carswell & Allen, 2000; Mathieu & Zajac, 1990; Steel & Ovalle, 1984; Tett & Meyer, 1993; and Yin & Yang, 2002). The greater the job satisfaction, the less the likelihood that the individual will leave the organization, and, the higher the commitment levels of the employee, the lower the predicted turnover intentions. According to Moady and his colleagues, commitment is a relative level of employee's loyalty to a specific organization and his involvement and participation in it. This definition includes three factors: strong belief in organization's objectives and values, having tendency to make considerable effort for organization, having a strong desire to continue membership in organization. Based on Allen and Meyer (Allen and Meyer, 1997) opinion, organizational commitment is a mental relationship between an employee and organization that decreases the possibility of his voluntary departure from organization (Allen and Meyer, 1997). Procedural fairness, information sharing, and work life policy practice must be considered as balancing means to attain lower turnover rates. Professionals remain in organizations where work is exciting and demanding, possibility for progress are high and if they feel logically well paid then there is require to shift from control oriented to commitment oriented job practices and to line up policies to these high allegiance work practices (Malik et. al., 2010). Samuel Emeka Mbah et al., (2012) found that greater the job satisfaction less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job. It means that employees who are satisfied on their job will retain their jobs and not quit. So it was found that specifically job satisfaction reduces employees' turnover intention and adoption of standard pay structure, conducive nature of work and efficient supervision not only acts as strategies to reduce employees' turnover but also as the company retention strategy. Prodromos D. Chatzoglou et al.,(2011) suggested that job satisfaction can be enhanced not only by providing a satisfactory salary, promotion opportunities or having good relations with one's co-workers, which constitute some of the constructs facets, but also through strengthening the variables that are related to it. Job satisfaction leads to improvement in the commitment level of employees thus reducing the turnover intentions.

### 4.3 Relationship between Organizational Citizenship Behavior and Performance

Organizational Citizenship Behavior has also been strongly correlated to and contributes overall performance as well as overall operating efficiency and customer satisfaction (Posakoff and Mackenzie, 1994). Morinson (1994) defines citizenship behavior as a function of employee's in-role and extra-role job behaviors. Mc Ulster described organizational citizenship behavior is favorable for organization. To improve the organizational performance issues has been facing by senior management. The findings of organizational citizenship behavior prove to be helpful to the organization. Podsakoff and Mackenzie (1997) researched that OCB are significant to the performance of all organizations. The type of OCB creates strong link between organizational performance and organizational workers. Todd (2004) described that if we add the social work environment the overall performance of organization increases substantially. Bambale (2011) conducted a study and concluded that there is a significant relationship between organizational citizenship behavior and performance. In a study conducted by Tai & et al (2012), they argued that the role of organizational citizenship behavior is significant and positive in increasing organizational performance. Researchers have mentioned individual and organizational outcomes for organizational citizenship behaviors. At the organizational level, enhancing the performance and effectiveness is the main issue (Winer, 2001). Masum, Azad, Hoque, Beh, Wanke & Arslan (2016) studied empirically and revealed a negative relationship between job satisfaction and intention to quit the existing employment. Moreover, satisfaction with supervisor support was the only facet that significantly explained turnover intent when controlling for gender, age, marital status, education, and experience. The implications for nurse management were also described for increasing nurses' job satisfaction and retention. They suggested that the study was beneficial for hospital management to ensure proper nursing care that would lead to a better quality healthcare service. Benjamin (2012) found that HRD climate is a predictor of organizational citizenship behavior and voluntary turn over intentions in banking sector.

### 4.4 Relationship between Organizational Citizenship Behavior and Turnover Intention

Organizational citizenship behavior has strong influence on turnover intention of employees. A study Iain and Tanya (2007) investigated the relationship between organizational citizenship behavior (OCB) and turnover intention in 162 production workers in the same organization within Malaysia, Germany and England. Further, differences in ratings of OCB across cultures were examined. Self-report questionnaires measured turnover intention and five dimensions of OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) were administered to the samples. Results illustrated that OCB related significantly to turnover intention, with sportsmanship emerging as the strongest predictor of turnover intention across cultures. Cultural differences in OCB ratings were seen, with the Malaysian sample generally scoring higher than the other two samples. However, the relationship between OCB and turnover intention was similar within each culture group. Explanations of the findings and limitations were discussed. Chen (2005) suggested recently that the lack of willingness to exhibit OCB (i.e. poor citizenship) may be an indication of employee withdrawal from the organization. OCBs are discretionary in nature and, as such, cannot be formally required by the employer or the superior (Organ et al. 2006). Another study Lee, Mitchell, Sablinski, Burton and Holtom (2004) suggested that the withdrawal process includes behaviors such as poor citizenship and poor job performance. Low OCB can be viewed as a signal that employees are beginning to disengage from the work place. (Chen et al 1998; Chen 2005).

## 5. Employee Turnover Intention and Actual Turnover of Employee

Employee Turnover may be defined as the change in the workforce during a definite time period. In other words it is a measure of the extent to which the old employees leave and new employees enter the organization in a given period. Turnover can be categorized as voluntary turnover and involuntary turnover. When employees decide to leave the organization their own choice, is called voluntary turnover, while, when an organization removes an employee is called involuntary turnover. Historically, it has been investigated that involuntary turnover is generally good for the organizational interest but voluntary turnover is considered very detrimental for organization. Turnover intention is a serious issue, especially in the field of human resource management. The rate at which employees leave a workforce and are replaced in organizations is called the employee turnover. Turnover intention is an aspect of employee turnover in a business and cannot always be measured adequately through charts or surveys until after the actual turnover occurs. While intent-to-leave may not be an accurate predictor of actual turnover, it still might be an indicator of employee disengagement (Dollar & Broach, 2006). Dua'a Abdul Rahim Mohammad Issa et al., (2013) showed in their study that there is significant low negative relationship between pay, supervision and promotion satisfaction and turnover intentions and significant very low relationship between coworkers and satisfaction with the work itself and turnover intentions. It was also found that pay satisfaction was the dominant dimension. Intention to leave is seen by many authors as the best predictor of turnover. An analysis of turnover research found that intention to quit demonstrated the most consistent *bivariate* relationship to turnover behavior with an *r* value consistently around the 0.50 region and indicated an interdependence of job satisfaction, organizational commitment and intention to leave (Sutherland & Jordaan, 2004).

## 6. Directions for Future Research

From the research literature, it seems that there is research evidence to support the conceptual model. The proposed model brings various new research possibilities in future, in the form of hypothesized relationship between certain variables provided in the flow chart. For example, there is no comprehensive research study has been found in the literature review to

correlate organization climate or HRD climate perception, job satisfaction and performance of academic staff members and the performance of Higher Educational Institution. Therefore, future research may explore the influence of organizational climate or HRD climate perception on job satisfaction which in turn reflects on performance of faculty members and academic institutions. The performance of academics can be measured in terms of teaching, research and development activities, and community services and the performance of higher educational institution can be measured in terms of academic performance, placement, technology transfer, patent registered, employability of students, number of applications received for both admission of students and recruitment of faculty and staff members, etc.

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