



Management Decision

Organizational climate and job satisfaction: do employees' personalities matter?
Kamarul Zaman Bin Ahmad, Sajjad M. Jasimuddin, Wang Ling Kee,

Article information:

To cite this document:

Kamarul Zaman Bin Ahmad, Sajjad M. Jasimuddin, Wang Ling Kee, (2018) "Organizational climate and job satisfaction: do employees' personalities matter?", Management Decision, <https://doi.org/10.1108/MD-10-2016-0713>

Permanent link to this document:

<https://doi.org/10.1108/MD-10-2016-0713>

Downloaded on: 05 February 2018, At: 07:27 (PT)

References: this document contains references to 73 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 14 times since 2018*



Access to this document was granted through an Emerald subscription provided by emerald-srm:112362 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Organizational climate and job satisfaction: do employees' personalities matter?

Organizational
climate and job
satisfaction

Kamarul Zaman Bin Ahmad

Department of Management, University of Dubai, Dubai, United Arab Emirates

Sajjad M. Jasimuddin

*Department of Strategy and Environment, Kedge Business School, Marseille,
France, and*

Wang Ling Kee

University of Malaya, Kuala Lumpur, Malaysia

Received 26 October 2016

Revised 15 July 2017

13 October 2017

Accepted 7 December 2017

Abstract

Purpose – The purpose of this paper is to provide some insights on the interplay of organizational climate and job satisfaction, taking personality traits as a moderator.

Design/methodology/approach – The paper reviews the extant literature from which it develops a theoretical model which is then tested empirically in the Malaysian context, using hierarchical regression methodology.

Findings – The results imply that there are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction.

Research limitations/implications – The cross-sectional nature of this study inhibits the testing of causality between the variables. The research model and hypotheses were tested, using data drawn only from companies operating in a single country.

Practical implications – The paper provides valuable information to leaders and managers in understanding which personality works better in the potential casual linkage between organizational climate and overall job satisfaction. This paper also helps practitioners to understand better why the same climate can have different impacts on different people.

Originality/value – It contributes to the conceptualization of the organizational climate by emphasizing Litwin and Stringer's (1968) dimensions of organizational climate as the important determinants of the job satisfaction. Moreover, it expands the traditional discussion by incorporating the personal traits that moderates the relationship between organizational climate and the job satisfaction.

Keywords Malaysia, Human resource management, Personality traits, Organizational climate, Job satisfaction, Commitment

Paper type Research paper

Introduction

Understanding the relationship between organizational climate and job satisfaction has been a key research area that goes back to the earliest days of human resource management research. The relationships between various components of the organizational climate and job satisfaction have already been well established in the west (Litwin and Stringer, 1968; Pritchard and Karasick, 1973; Schneider and Snyder, 1975). However, there is relatively little research that investigated the moderation effects of personality on those relationships. Downey *et al.* (1975), for example, found that sociability and self-confidence were the significant moderators of the relationship between organizational climate and satisfaction. Moreover, there has been limited research on the casual link of good organizational climate and job satisfaction in the developing countries, such as the Malaysian context (Permarupan *et al.*, 2013).

This paper intends to fill the gap in the current literature by empirically testing the influence of organizational climate, moderated by personality traits, on job satisfaction.



The insights of Downey *et al.* (1975) and Litwin and Stringer (1968) inspired the theoretical foundation of this study. Hence, this study aims to address the research question:

RQ1. Do certain personality traits moderate the relationship between organizational climate and job satisfaction of the workers?

The response to this question may provide valuable information to leaders and managers in understanding which personality works better in the potential casual linkage between organizational climate and overall job satisfaction.

In the next section, the conceptual framework is presented, and hypotheses are proposed. The hypotheses of both main and moderating effects are tested using a sample of Malaysian companies. Following a discussion of the results, we outline the implications and limitations of our work, and suggest directions for future research.

Theoretical perspective and hypotheses

This section reviews the extant literature to propose a research model which posits that the dimensions of organizational climate have an impact on job satisfaction in the context of companies based in Malaysia. This research draws on two theories. The first is the job demands-resources theory which posits that resources (in the form of positive organizational climate) promote positive attitudes about the job (Francisco and Andres, 2017). The second is the person-environment fit theory which states that it is not the person or environment that affects satisfaction independently, but rather the interaction between the two has to be considered (Kristof *et al.*, 2005). Therefore, personality traits that may moderate the potential casual relationships between organizational climate and job satisfaction are also explored. Figure 1 depicts the conceptual model that guides the execution of the study.

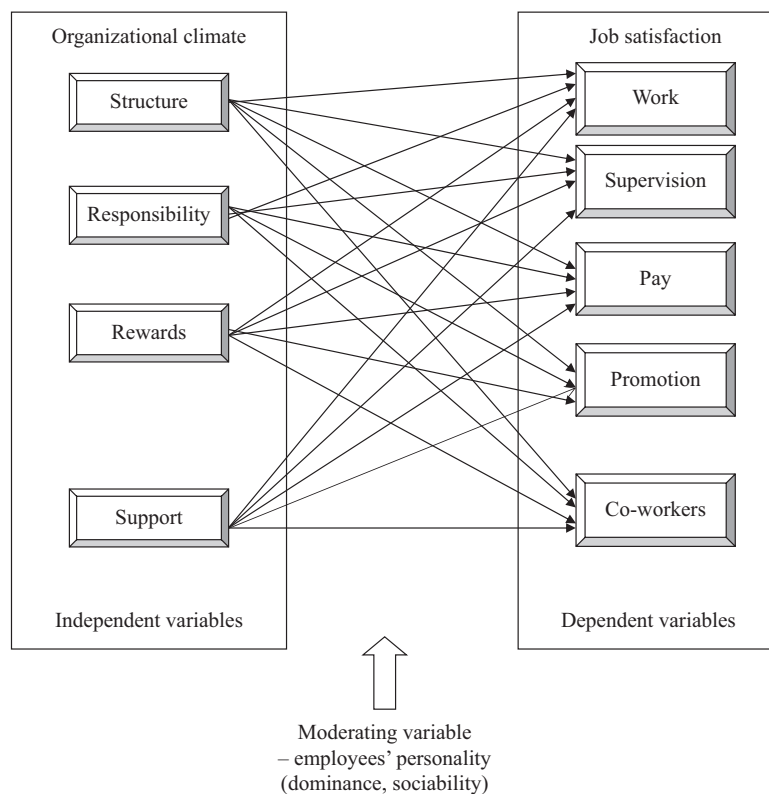
Job satisfaction

Job satisfaction refers to one's perception and evaluation of the job (Sempane *et al.*, 2002). In line with this, Schneider and Snyder (1975) argued that job satisfaction is a personal evaluation of the current conditions of the outcomes that arise as a result of having a job. Job satisfaction has been defined and measured in a variety of ways. Bhuian and Menguc (2002) argued that job satisfaction is the degree to which an individual makes sense positively or negatively about the intrinsic and/or extrinsic aspects of one's job. Although a precise and unitary definition of job satisfaction does not exist, the present study suggests that organizational climate and personality are the important constructs that need to be considered so as to comprehend job satisfaction. These constructs will be discussed in this paper.

Organizational climate

Schneider (2000) defined climate as incumbents' perceptions of the events, practices, and the kinds of behaviors that get rewarded, supported and are expected. Reflecting with this view, Steinke *et al.* (2015) argued that climates reflect employees' perceptions of the policies, practices, and procedures that are expected, supported, and rewarded in regard to the human resources of the organization.

Organizational climate is regarded as a meaningful construct with significant implications in human resource management and organizational behavior (Glisson and James, 2002; Campbell *et al.*, 1970; James and Jones, 1974; Litwin and Stringer, 1968). Furthermore, organizational climate is one of the most significant determinants of individual and group attitudes and behaviors in institutions (Garcia-Garcia *et al.*, 2011).



Organizational climate and job satisfaction

Figure 1.
The hypothetical research model

However, scholars (e.g. Keuter *et al.*, 2000) argued that organizational climate and job satisfaction are two distinct but related constructs in management studies. Climate is focused on organizational attributes as perceived by employees of an organization, while job satisfaction addresses perceptions and attitudes that the employees have toward their work (Castro and Martins, 2010).

An organization's psychological climate essentially captures affective events (Weiss and Cropanzano, 1996) which in turn affects employees' attitudes and emotions. As noted earlier, numerous studies have found the relationships between good organizational climate and employee satisfaction in the western context (Molina *et al.*, 2014; Viswesvaran and Deshpande, 1998). Several scholars (i.e. Morris and Bloom, 2002) argued that employees working in organizations with more positive climate are more likely to be satisfied with their jobs. According to Haakonsson *et al.* (2008), high-tension climates are characterized by unpleasant emotions. Employees in high-tension climates are not willing to share information or admit mistakes willingly (Burton and Obel, 2004). Meanwhile, in India, Chadha (1988) investigated the relationship between organizational climate and job satisfaction of 150 supervisors in an automobile manufacturing organization. The results showed that the three components of organizational climate (trust, intimacy, and non-hindrances) had varying impacts on the different aspects of satisfaction such as interpersonal relations, task involvement, self-realization, and opportunities for advancement. In Malaysia, Ghavifekr and Pillai (2016) found that there is a positive relationship between schools' organizational climates and teachers' job satisfaction.

Several other scholars (i.e. Morris and Bloom, 2002) argued that employees working in organizations with more positive climates are more likely to be satisfied with their jobs. Therefore, we have formulated the following hypothesis:

H1. There is a significant relationship between good organizational climate and overall job satisfaction.

However, specific dimensions of organizational climate should be studied separately against specific aspects of job satisfaction in order to better measure the impact of organizational climate on job satisfaction. Some researchers have identified four dimensions of organizational climate which are individual autonomy, the degree of structure imposed on the situation, reward orientation, and warmth and support (Campbell *et al.*, 1970). In a more recent study, Ambrose *et al.* (2008) looked at how the fit between employees' moral development and ethical work climate affects employees' attitudes. According to Litwin and Stringer (1968), there are four dimensions of organizational climate – structure, responsibility, rewards, and support. Litwin and Stringer's (1968) dimensions of organizational climate are adopted in this paper.

Structure

Structure refers to the perceived constraints in the workplace and numerous rigid rules and red tape within the organization. The more of rigid rules, the more likely workers will be frustrated in their attempts to get the job done as efficiently as possible. Robertson and Bean (1998) argued that the perceptions of autonomy (as a result of unstructured work environment) can lead to a greater job satisfaction. In this regard, several authors (e.g. Lait and Wallace, 2002; Laschinger *et al.*, 2001) suggested that with reduced structure, and increased empowerment, there is a decrease in job strain and an increase in job satisfaction. The above discussion leads to the following hypothesis:

H2. There is a significant relationship between structure and the various components of satisfaction.

Responsibility

Responsibility is being fully accountable to the outcome and the authority to carry out the tasks by employees without having to check everything with their bosses. With high responsibility, employees can use their best judgment, and do what they think is best for the organization. Kaye and Jordan-Evans (1999) contended that individuals are satisfied when they have meaningful, challenging work, a chance to learn and grow, and fair compensation. Pritchard and Karasick (1973) and Muchinsky (1977) stated that responsibility is positively related to job satisfaction, as employees like to participate in decisions affecting their work. Therefore, we have formulated the following hypothesis:

H3. There is a significant relationship between responsibility and the various components of satisfaction.

Rewards

Within in this dimension, employees are rewarded for good work, thereby positively reinforcing good behavior and keeping them satisfied emotionally and financially. Parasuraman (1987) reveals that the way in which a firm rewards its employees has a significant effect on the employees' satisfaction. According to Campbell *et al.* (1970), employees who perceive their rewards to be merit based are more satisfied with opportunities for promotion than those who viewed otherwise. Consequently, firms have to

ensure that the desired employee behaviors are appropriately rewarded and actively encouraged. Based on this premise, the following hypothesis is proposed:

Organizational
climate and job
satisfaction

H4. There is a significant relationship between rewards and the various components of satisfaction.

Support

Support is the extent to which employees perceive the helpfulness from their superiors as well as their colleagues. Deshpande (1996) argued that the organizational climate facet of caring and support is related to the employees' satisfaction with their supervisors. Shadur *et al.* (1999), in their study of workers from a high-tech company, found that the organizational climate dimension of teamwork is positively related to an overall measure of job satisfaction. Deshpande (1996) reported that the direct association has been identified between support and job satisfaction, absenteeism, and turnover. Support can even come from the way in which knowledge is collected and shared with everyone. For example, Lara *et al.* (2012) investigated 122 knowledge-intensive business services and found that there was a direct relationship between knowledge management and both tangible and intangible organizational results. In conclusion, employees are likely to be more satisfied with all aspects of their jobs if they work in friendly and supportive organizations. This leads us to our fifth hypothesis:

H5. There is a significant relationship between support and the various components of satisfaction.

Personality traits

The importance of the interaction between the person and the work environment (popularly known as P-E fit) has been extensively researched (Kristof *et al.*, 2005). The person variable can take many forms such as personality or competencies. Helfat and Peteraf (2003), and Francisco and Andres (2017) looked at the impact of managerial competencies on engagement, mediated by organizational learning. However, in this study, we chose to study the interaction between the person and his/her work environment. For example, Haakonsson *et al.* (2008) found that misalignments between the leadership style (person) and the organizational climate (work environment) have resulted in negative performance consequences. We favored personality as a measure of the person, because there are many studies in the P-E fit that used it. Furthermore, there are many ways of operationalizing personality. For instance, Downey *et al.* (1975) examined two personality traits from the Bernreuter Personality Inventory (1933) – sociability and self-confidence. According to them, individuals with personality needs require social contact and interdependence with others. Individuals who perceive the organizational climate as open and empathetic are more highly satisfied with their supervisor and pay, compared to those with a similar personality need but who perceive the organizational climate as closed, bureaucratic and impersonal.

However, it is not true for those who perceive the organization's climate as structured, but who are less self-confident. Downey *et al.* (1975) concluded that more research should be conducted to test the interacting effects between personality needs and the organizational climate, and their relationship with job satisfaction.

As mentioned earlier, Downey *et al.* (1975) examined sociability and self-confidence, but not dominance. This is the literature gap that this research intends to fill. For this reason, the personality traits of sociability and dominance, which are also in the Big Five structure factor model (Goldberg, 1990), have been selected as moderators in this study for investigation.

Dominance

The personality trait of dominance is defined as the need to direct or control the activities of the members of the group. A dominant employee is one who is confident, capable, competitive, and outspoken, and shows a greater desire for the use of power. In contrast, a less-dominant employee is reluctant to exercise authority and direct the activities of others. Kirkpatrick and Locke (1991) predicted that highly self-confident individuals have greater emotional stability than people who score low in self-confidence. Hough *et al.* (1998) also suggested that well-adjusted individuals are likely to have a higher tolerance for stress. As a result, it is predicted that dominant individuals tend to be well-adjusted to their environment, and thus experience greater job satisfaction. Based on these arguments, we propose the following hypotheses:

- H6. Employees' personality trait of dominance moderates the relationship between organizational climate and the various components of satisfaction.

Sociability

The personality trait of sociability is defined as the needs and skills to interact with members of the group (Gellatly *et al.*, 1991). A sociable employee will be one who exhibits comfort and confidence when interacting with others. In contrast, an employee whose traits are low in sociability will have difficulty in interaction with others in a group, and may feel uncomfortable when speaking in public. Through their positive orientation toward the world in general, and to social interactions in particular, sociable individuals are predisposed to experience positive emotions (Watson and Clark, 1984). Downey *et al.* (1975) argued that sociability is a moderator of the relationship between certain aspects of climate and satisfaction. Therefore, it can be argued that people who score high in the personality trait of sociability will fit even better in sociable environments. The seventh hypothesis is as follows:

- H7. Employees' personality trait of sociability moderates the relationship between organizational climate and the various dimensions of satisfaction.

Methodology

A hierarchical multiple regression analysis is used to test the hypotheses, using statistical software SPSS version 15 (Islam *et al.*, 2015). This procedure allows us to examine whether adding predictor variables and interaction terms increased the statistical power of the model (Kotabe *et al.*, 2011; Islam *et al.*, 2017). This analysis allowed for the investigation of the interaction effect of the employees' personality on the relationship between organizational climate and job satisfaction. The following hierarchical steps were followed: in the first step, the dimensions of organizational climate and employees' personality were entered as the first block; in the second step, the interactions between employees' personality and the organizational climate dimensions (i.e. cross-products) were added as the second block, using the "stepwise" command.

Background and research setting

This study involved a postal survey methodology which was sent to companies operating in Malaysian. The Tiger economies of South East Asia, including Malaysia, have registered some of the highest growth rates in the world – 6-9 percent per annum for a decade up until the Asian financial crisis in the mid-1997 (Doraisami, 2014). Malaysia continues to remain a leading foreign investment recipient. The once popular Malaysian autocratic management style, as Hofstede (2001) termed "power-distance," is no longer appropriate today and a more positive organizational climate needs to emerge to cope with the new business challenge.

Hence, Malaysia's emerging market economy presents an appropriate context for examining the relationship between organizational climate and job satisfaction, with a moderation effect of personal traits.

According to Hair *et al.* (2010), when the factor analysis is done, the sample should be 100 or larger. Hair *et al.* (2010) also proposed that we should have as many as 15-20 observations for each variable – which makes it 220 (11 variables multiplied by 20). So, the researchers deliberately targeted around 300 different organizations in various industries in the hope of getting at least 220 respondents. The reason behind a mixed industry approach (cross-sectional) is to increase the generalizability of the findings. The researchers did not target large samples of 1,000 observations or more because this makes the statistical significance tests overly sensitive, often indicating that any relationship is statistically significant (Hair *et al.*, 2010).

In order to increase the clarity of the questions and to avoid interpretation errors, pilot testing was conducted in which ten respondents were selected based on a convenience sample. Pilot tests revealed that only minor changes to the layout needed to be made. After amending, the questionnaires were distributed to 300 respondents based on judgmental sampling, following Dillman's (2000) tailored design method.

Sample description

Out of 300 questionnaires distributed, 262 responses were received. A relatively high response rate was achieved because the data were distributed either personally by the researcher (the first author) or by using several contacts, who the researchers could trust to follow up regularly on the respondents. The data collection process resulted in 250 completed and useable questionnaires, with a response rate of 83.3 percent. The rest had either too many missing data or the same responses throughout. The respondents provided information regarding seven demographic characteristics: ethnicity, gender, education level, designation, tenure, and sector (industry). Further details of the demographics can be found in Table I.

Measurement

A rigorous review of the relevant literature was undertaken to develop the observed items of all the constructs in order to explore the linkage between organizational climate and job satisfaction, and the moderating role of the personality traits in this relationship. The use of multiple-item measures enhances confidence and hence, the measurements of the research construct will be more consistent (Churchill, 1979). To ensure content validity, the items of the questionnaire were selected from the previous research, adopted particularly from the constructs used by other scholars (Litwin and Stringer, 1968; Smith *et al.*, 1969; Jackson, 1974). Cronbach's α was used to evaluate the internal consistency of the items.

Organizational climate

The organizational climate questionnaire (OCQ), which was constructed and revised by Litwin and Stringer (1968), was employed in this study. Although the questionnaire is old, it continues to be used by the scholars (e.g. Chernyak-Hai and Tziner, 2014). Parzinger *et al.* (2012, p. 43) argued that the OCQ "may be the best-known general measure," even if there have been some criticisms of its reliability. Hence, Litwin and Stringer's (1968) dimensions of organizational climate, i.e. structure, responsibility, rewards, and support, were adopted.

The questionnaire contained 25 items and used a four-point scale to assess the employees' perception about their work environments, i.e. eight items for measuring structure, six items for measuring responsibility, six items for measuring rewards, and five items for measuring support.

MD

Description	Frequency	Percentage
<i>Gender</i>		
Male	138	55.2
Female	112	44.8
<i>Ethnic group</i>		
Malay	70	28.0
Chinese	99	39.6
Indian	55	22.0
Others	26	10.4
<i>Age (years)</i>		
20-29	92	36.8
30-39	109	43.6
40-49	41	16.4
≥ 50-40	8	3.2
<i>Designation</i>		
Managing director/CEO/GM	28	11.1
Senior manager	26	10.3
Manager/assistant manager	62	24.6
Executive	90	35.7
Non-executive	33	13.1
Others	11	4.4
<i>Work experience (years)</i>		
< 2	1	0.4
2-5	88	35.2
6-10	98	39.2
> 10	63	25.2

Table I.
Demographic
characteristics
of respondents

Sample items include: “The jobs in this organization are clearly defined and logically structured” (structure); “Our philosophy emphasizes that people should solve their problems by themselves” (responsibility).

Job satisfaction

The job descriptive index (JDI) developed by Smith *et al.* (1969) has been reported to be the most frequently used measure of job satisfaction (Yeager, 1981; Ironson *et al.*, 1989). According to Ironson *et al.* (1989), the Social Science Citation Index and Psychological Abstracts revealed 454 articles referring to the JDI between January 1979 and November 1987. It has been shown to be reliable and is valid not only in America but also in many other countries including Spain (Hulin *et al.*, 1982), Saudi Arabia (Maghrabi and Johnson, 1995), Hong Kong (Lam, 1995), Singapore (Goh *et al.*, 1991), and more recently in Malaysia (Ahmad, 2012) and Korea (Choi and Kim, 2014).

Personality

There are several scales to measure personality. Downey *et al.* (1975) used the personality characteristics formulated by Bernreuter (1931). The Big Five model of Goldberg (1990) has been used by researchers more than Bernreuter’s (1931) scale (Gerbauer *et al.*, 2014; Zeigler-Hill *et al.*, 2014). There are sociability and dominance subscales of the personality research form (PRF) formulated by Jackson (1974) which are widely used because of their availability. The researchers have confidence of its appropriateness in the Malaysian context. Moreover, they have used it on numerous occasions as pilot projects and class activities in a university in Malaysia, and have received favorable comments from respondents.

Furthermore, the PRF has repeatedly been validated and bears a resemblance to the Big Five traits (Conn and Ramanaiah, 1990; Bessemer and Ramanaiah, 1981), and is not as old as Bernreuter's (1931) scale. Each of the subscales contained 16 true/false questions. Sample items for dominance are: "I feel confident when directing the activities of others;" "I try to control others rather than permit them to control me;" and "I would like to be an executive with power over others."

Data analysis

When both independent and dependent variables are subjectively measured by respondents' perceptual judgment, it may provide the potential for the presence of the common method variance (CMV) problem (Park and Ghauri, 2011). We need to consider the limitations of single-respondent design in order to explore whether there is the possibility of the common method bias. A check for CMV was done by using Harman's single-factor test (Podsakoff *et al.*, 2003). Scores for all the questions on organization climate and satisfaction were factor analyzed, and there was more than one factor extracted suggesting that there is no CMV.

Cronbach's α reliability estimates were used to measure the internal consistency of these multivariate scales (Nunnally, 1978). Table II displays the reliability test results for the dimensions of organizational climate job satisfaction and employees' personality. In this study, all the scales had Cronbach's coefficient α scores greater than 0.70, which satisfies the requirement set by Nunnally (1978) and indicates a strong reliability for our questionnaire content.

Table III summarizes the variables used in this study and displays the means, standard deviations, and variance. Table III also exhibits the analysis of the data of job satisfaction as measured by the JDI. The respondents expressed a considerable satisfaction with their work, supervision, and co-workers. The dimensions that exhibited the least satisfaction were pay and promotion.

The results of hypotheses testing

A hierarchical multiple regression analysis is used to test the hypotheses, using statistical software SPSS version 15. Tables IV and V summarizes the parameter estimates, significance levels, and hypotheses test results. The hierarchical procedure allows us to

Scales	Number of test items	Cronbach's α
<i>Organizational climate</i>		
Structure	8	0.94
Responsibility	6	0.74
Rewards	6	0.93
Support	5	0.77
<i>Job satisfaction</i>		
Work	16	0.90
Supervisor	18	0.86
Pay	8	0.86
Promotion	9	0.88
Co-workers	15	0.86
<i>Personality</i>		
Dominance	16	0.70
Sociability	16	0.65

Table II.
Summary of
scale reliabilities

investigate the interaction effect of the employees' personality on the relationship between organizational climate and job satisfaction.

H1 suggests that there is a significant relationship between good organizational climate and overall job satisfaction. That is, the positive aspects of organizational climate (sum of structure, responsibility, rewards, and support) is directly and positively associated with job satisfaction ($r = 0.543, p < 0.01$). Thus, *H1* is fully supported.

H2 suggests that the structure will also have a significant impact on various components of satisfaction. That is, there is a negative effect of structure on the dimensions of job satisfaction, i.e. work ($r = -0.26, p < 0.01$), supervision ($r = -0.20, p < 0.01$), pay ($r = -0.16, p < 0.05$), promotion ($r = -0.16, p < 0.01$), and co-workers ($r = -0.5, p < 0.01$). Thus, *H2* is supported.

H3 predicts that the responsibility will have a positive effect on the various components of satisfaction. That is, there is a significant positive relationship between responsibility and all five dimensions of job satisfaction, i.e. work ($r = 0.26, p < 0.01$), supervision ($r = 0.26, p < 0.01$), pay ($r = 0.15, p < 0.05$), promotion ($r = 0.17, p < 0.01$), and co-workers ($r = 0.5, p < 0.01$). Thus, *H3* is fully supported.

H4 proposes that there is a significant relationship between rewards and the various components of satisfaction. The results indicate that there is only a significant positive relationship between rewards and two out of five of the dimensions of job satisfaction, i.e. pay ($r = 0.36, p < 0.01$) and promotion ($r = 0.29, p < 0.01$). Thus, *H4* is partially supported.

H5 predicts that the support will also have a positive effect on the various components of satisfaction. That is, there is a significant positive relationship between support and all five dimensions of job satisfaction, i.e. work ($r = 0.20, p < 0.01$), supervision ($r = 0.23, p < 0.01$), pay ($r = 0.15, p < 0.05$), promotion ($r = 0.19, p < 0.01$), and co-workers ($r = 0.23, p < 0.01$). Thus, *H5* is fully supported.

Regarding *H6* and *H7* (employees' personality moderates the relationship between organizational climate and the various dimensions of satisfaction), only 8 interaction effects

	Mean	Median	SD	Variance
<i>Organizational climate dimensions</i>				
Structure	2.3246	2.5000	0.81736	0.668
Rewards	2.1467	2.1667	0.86263	0.744
Responsibility	2.3227	2.1667	0.64376	0.414
Support	2.2832	2.4000	0.61764	0.381
<i>Job satisfaction dimensions</i>				
Work	1.7428	1.7500	0.71946	0.518
Supervision	1.6293	1.5556	0.60376	0.365
Pay	1.5695	1.3750	0.72228	0.522
Promotion	1.4693	1.2222	0.69090	0.477
Co-worker	1.7435	1.6667	0.65071	0.423

Table III. Means, median, standard deviations, and variance of organizational climate and job satisfaction dimensions

	Organizational climate	Job satisfaction	Dominance	Sociability
Organizational climate	1	0.543**	-0.126*	0.192**
Job satisfaction	0.543**	1	0.186**	0.200**
Dominance	-0.126*	0.186**	1	-0.034
Sociability	0.192**	0.200**	-0.034	1

Note: *,**Significant at 0.05, and 0.01 percent levels (two-tailed)

Table IV. Correlations between organizational climate, satisfaction, dominance and sociability

		JSW	JSS	JSP	JSPR	JSC	Organizational climate and job satisfaction
<i>H3</i>	Structure	-0.261**	-0.203**	-0.155*	-0.163**	-0.498**	
JSW		1	0.439**	0.192**	0.181**	0.596**	
JSS		-0.203**	0.439**	0.131*	0.150*	0.293**	
JSP		-0.155*	0.192**	0.131*	1	0.087	
JSPR		-0.163**	0.181**	0.150*	0.812**	0.098	
JSC		-0.498**	0.596**	0.293**	0.087	0.098	
<i>H4</i>	Responsibility	0.258**	0.263**	0.153*	0.173**	0.278**	
JSW		1	0.439**	0.192**	0.181**	0.596**	
JSS		0.263**	0.439**	0.131*	0.150*	0.293**	
JSP		0.153*	0.192**	0.131*	1	0.087	
JSPR		0.173**	0.181**	0.150*	0.812**	0.098	
JSC		0.278**	0.596**	0.293**	0.087	0.098	
<i>H5</i>	Rewards	0.099	0.075	0.358**	0.293**	0.002	
JSW		1	0.439**	0.192**	0.181**	0.596**	
JSS		0.075	0.439**	0.131*	0.150*	0.293**	
JSP		0.358**	0.192**	0.131*	1	0.087	
JSPR		0.293**	0.181**	0.150*	0.812**	0.098	
JSC		0.002	0.596**	0.293**	0.087	0.098	
<i>H6</i>	Support	0.199**	0.234**	0.147*	0.192**	0.225**	
JSW		1	0.439**	0.192**	0.181**	0.596**	
JSS		0.234**	0.439**	0.131*	0.150*	0.293**	
JSP		0.147*	0.192**	0.131*	1	0.087	
JSPR		0.192**	0.181**	0.150*	0.812**	0.098	
JSC		0.225**	0.596**	0.293**	0.087	0.098	

Note: *, **Significant at 0.01, and 0.05 percent levels (two-tailed)

Table V.
H1-H5 – correlations between organizational climate dimensions with satisfaction dimensions

out of the potential 40 were significant ($p < 0.05$). The findings of this study indicated that the personality factor of dominance moderates the relationship of structure and satisfaction with work; support and satisfaction with supervision; and support and satisfaction with co-workers. The nature of the relationships is shown in Figures 2 and 3 and Tables VI-VIII.

Meanwhile, sociability has shown moderating effects on the following relationships: structure and satisfaction with pay; structure and satisfaction with the promotion; responsibility and satisfaction with co-workers; support and satisfaction with pay; and

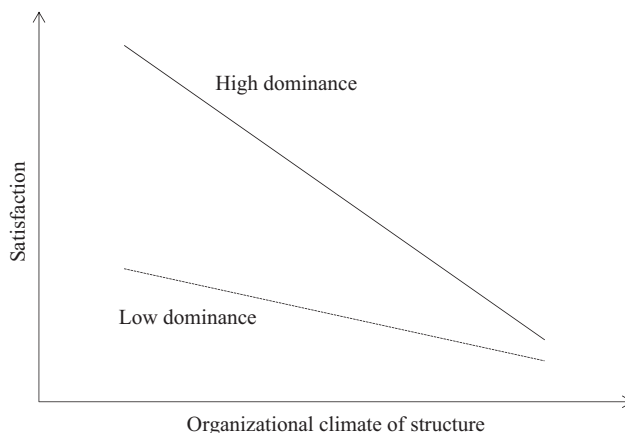
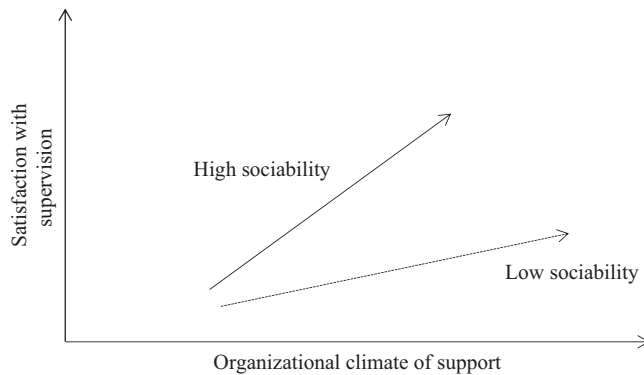


Figure 2.
Organizational climate and satisfaction – dominance as a moderator

Figure 3.
Organizational climate
and satisfaction –
sociability as
moderator



support and satisfaction with co-workers. Therefore, only partial support for this hypothesis is obtained. Detailed descriptions of the implications of the findings are in the next section.

Discussion and implications

Based on the companies operating in the transition economy of Malaysia, our study sets out to investigate the impact of organizational climate on job satisfaction and whether this relationship is moderated by the personality variables of dominance and sociability. The empirical results derived from this study warrant a discussion along several lines. This paper confirms others' work (e.g. Morris and Bloom, 2002). This implies that employees working in organizations with more positive climates are more likely to be satisfied with their jobs and more committed to their organizations (*H1*). Thus, managers should continue to ensure that the climate in their organizations is positive as this has an impact on job satisfaction.

Consistent with the previous studies (e.g. Lapidus *et al.*, 1997), the results in this study showed that structure was negatively related to job satisfaction (*H2*). Individuals working in such organizations have little discretion as to what, when and how anything should be done. When employees encounter rules, regulations or procedures, this results in the reduction of job involvement and job satisfaction (Pandey and Kingsley, 2000). Consequently, organizations should avoid overly rigid job descriptions, cut red tape, and complexity, and instead increase flexibility in their work processes.

The previous research (e.g. Pritchard and Karasick, 1973; Muchinsky, 1977) provides consistent evidence that responsibility is positively related to job satisfaction (*H3*). Along similar lines, autonomy and empowerment are also positively related to higher job satisfaction (Robertson and Bean, 1998; Laschinger *et al.*, 2001) and negatively related to stress (Lait and Wallace, 2002). Thus, management should empower and encourage employees to act independently while making them responsible for their choices and actions. This will lead to higher job satisfaction and lower stress.

The findings on the relationship between rewards and job satisfaction are also congruent with other studies. For example, Parasuraman (1987) found that the way in which a firm rewards its employees can have a significant effect on job satisfaction (*H4*). In other words, it is not just the provision of rewards that are important, but how it is administered is equally important. For instance, Campbell *et al.* (1970) found that employees who perceived that their rewards were merit based, were more satisfied compared with those who viewed otherwise. Thus, employees need to be rewarded, and also believed that they earn such rewards. This can be done in a performance-based appraisal system, where people are

Organizational climate (OC)	Personality (P)	Satisfaction (S)	Hierarchical multiple regression			Organizational climate and job satisfaction
			R^2 with OC and S excl. OC \times P	R^2 with OC and S incl. OC \times P	ΔR^2	
Structure	Dominance	Work	0.075	0.103	0.023*	Table VI. <i>H6 and H7</i> – summary on hierarchical multiple regression: significance of the moderating effect of employees' personality
		Supervision	ns	ns	ns	
		Pay	ns	ns	ns	
		Promotion	ns	ns	ns	
Rewards	Dominance	Co-worker	ns	ns	ns	
		Work	ns	ns	ns	
		Supervision	ns	ns	ns	
		Pay	ns	ns	ns	
Responsibility	Dominance	Promotion	ns	ns	ns	
		Co-worker	ns	ns	ns	
		Work	ns	ns	ns	
		Supervision	ns	ns	ns	
Support	Dominance	Pay	ns	ns	ns	
		Promotion	ns	ns	ns	
		Co-worker	ns	ns	ns	
		Work	ns	ns	ns	
Structure	Sociability	Supervision	0.055	0.076	0.022*	
		Pay	ns	ns	ns	
		Promotion	ns	ns	ns	
		Co-worker	0.281	0.293	0.013*	
Rewards	Sociability	Work	ns	ns	ns	
		Supervision	ns	ns	ns	
		Pay	0.043	0.073	0.031*	
		Promotion	0.040	0.062	0.022*	
Responsibility	Sociability	Co-worker	ns	ns	ns	
		Work	ns	ns	ns	
		Supervision	ns	ns	ns	
		Pay	ns	ns	ns	
Support	Sociability	Promotion	ns	ns	ns	
		Co-worker	0.084	0.107	0.023*	
		Work	ns	ns	ns	
		Supervision	ns	ns	ns	
Structure	Sociability	Pay	0.047	0.066	0.019*	
		Promotion	ns	ns	ns	
		Co-worker	0.064	0.081	0.017*	
		Work	ns	ns	ns	

Note: * $p < 0.05$

Organizational climate (OC)	Satisfaction (S)	Correlation coefficients			All cases	Table VII. <i>H6</i> – correlations with dominance as a moderator
		Dominance = 10 and above ($n = 92$)	Dominance = 8 and below ($n = 117$)			
Structure	Work	-0.341**	-0.051	-0.261**		
Support	Supervision	0.351**	0.051	0.234**		
	Co-worker	0.339**	0.091	0.225**		

Note: ** $p \leq 0.01$

appraised according to the performance during the observed period, and rewarded based on the results of that appraisal. Furthermore, employees should have a say in the performance appraisal system regarding what is being appraised and what is not. They should not be appraised on what they do not have control over, which may result in low satisfaction. Employees should be given accurate and timely feedback so they can improve their performance. Targets should be achievable, and when met, rewards must follow.

This paper argues that support is positively related to job satisfaction (*H5*). This finding is in line with the results of other studies (e.g. Shadur *et al.*, 1999). This indicates that employees are likely to be more satisfied with all aspects of their jobs if they work in friendly and supportive organizations. Support should obviously come from the superiors, but can also include support from their colleagues, subordinates, and administrative staff. Managers should set up mentorship schemes where more senior staff mentor and coach the younger staff. Managers should also emphasize more on cooperation and support among staff than competition.

The paper expands the traditional discussion by incorporating the personality trait that acts as a moderator in job satisfaction of an employee. The results imply that there are moderating effects of certain personality traits on the relationship between certain aspects of organizational climate and job satisfaction (*H6* and *H7*).

Table VII shows that the relationship between structure and satisfaction with work is negative when all respondents were taken into account, and even more so for highly dominant employees. This means that dominant employees in a highly structured environment are less satisfied with their work, probably because the high structure prevents them from asserting themselves. On the other hand, less dominant or submissive employees are not affected by the structure.

Organizations should not be surprised if the dominant employees in the organization are the ones who do not follow the strict procedures laid out by the organization. On the other hand, submissive employees will not become dissatisfied in a work environment characterized by structure and formality. It is also interesting to note that dominant employees who work in supportive climates become more satisfied with their supervisor and co-workers, compared to those who are less dominant. A possible explanation is that when a person is dominant, he/she expects others (co-worker or supervisor) to serve and support him/her. Thus, organizations have to be aware that it is the dominant employees rather than the submissive ones, who are in need of more support. If they do not get adequate support, their satisfaction with their co-workers and supervisors will deteriorate. In this respect, the company should employ people who are neither too dominant nor too submissive. We mentioned earlier that the organizations should not be too rigid and inflexible. If the company is still highly rigid, then having dominant employees in the organization will exacerbate this problem. As a result, many employees will be dissatisfied. On the one hand, less dominant or submissive employees will not be so adversely affected by the structure. So it would seem that the optimal solution will be to

Organizational climate (OC)	Satisfaction (S)	Correlation coefficients		
		Sociability = 9 and above (<i>n</i> = 101)	Sociability = 7 and below (<i>n</i> = 99)	All cases
Structure	Pay	-0.300**	-0.001	-0.155**
Structure	Promotion	-0.313	-0.013	-0.163**
Responsibility	Co-worker	0.402**	0.154*	0.278**
Support	Pay	0.292**	0.002	0.147*
Support	Co-worker	0.349**	0.101	0.225**

Notes: * $p \leq 0.05$; ** $p \leq 0.01$

Table VIII.
H7 – correlations with sociability as a moderator

have an organization that is reasonably flexible and employees who are neither too dominant nor too submissive. Having employees who are moderate in this regard will create a pleasant, balanced working environment.

Table VIII shows that the relationship between structure and pay satisfaction is negative when all respondents are taken into account, and even more so for highly sociable employees. This means that sociable employees in a highly structured environment are less satisfied, and they feel that they should get paid more or be promoted. However, for employees who are not sociable, their satisfaction is not affected by the structure.

Organizations that have highly structured environment and formality should therefore not seek sociable employees. If it wishes to have more sociable employees, then organizations must relax its structure and be more flexible. It would be unrealistic to expect its employees to be sociable or collegial if the organization is extremely rigid. Sociable employees belong to work environments that are flexible and supportive. Sociable employees tend to be more satisfied with their co-workers in an organizational climate of responsibility. Since responsibility is related to co-worker satisfaction, perhaps empowering employees by making them feel more responsible for their work can result in a spirit of team-working and cooperation, in particular among the more sociable ones. Similarly, when organizations are supportive, sociable workers are more satisfied with their pay and co-workers. Thus, organizations should be more supportive and recruit sociable people as this would lead to a good fit between the workers and the organization, which in turn will lead to favorable job outcomes (Kristof *et al.*, 2005).

Conclusions

This paper makes several contributions to the literature. First, we contribute to the conceptualization of the organizational climate by emphasizing Litwin and Stringer's (1968) dimensions of organizational climate as the important determinants of the job satisfaction. While many studies have focused on the importance of dimensions of organizational climate (Viswesvaran and Deshpande, 1998) and personality traits (Downey *et al.*, 1975; Hough *et al.*, 1998) independently with regard to job satisfaction, this paper examines the interaction effect between the two and how the match or mismatch impacts job satisfaction. We extend previous studies by exploring the personality traits that moderates the relationship between organizational climate and the job satisfaction. By examining the moderating or interacting effects, we can provide managers with a much deeper understanding of the antecedents of job satisfaction compared to previous studies that looked at these variables in isolation. Managers sometimes implement policies one at a time (e.g. pertaining to the type of employee sought after or pertaining to the structure) and look at the impact of each policy in isolation, without considering how the various policies interact. This study helps managers and practitioners to understand how various dimensions of organizational climate can impact job satisfaction, with personality trait as a moderator.

Limitations and directions for future research

This study elaborates the relationship between various dimensions of organizational climate and the job satisfaction. However, several factors limit this empirical work and need consideration when evaluating the findings and conclusions. First, this investigation did not address all the potential factors that can influence job satisfaction. For example, our research did not cover comprehensively all the antecedents or consequences of organizational climate like engagement or commitment that influence job satisfaction. These variables can be taken into account in future works. Second, the cross-sectional nature of this study inhibits the testing of causality between the variables. Thus, longitudinal studies using causal research designs would be useful. Third, the research model and hypotheses were tested, using data drawn only from companies operating in a

single country, and the results are therefore limited to Malaysian companies. The study's findings may not therefore be generalized to other settings. To overcome this limitation, utilizing the constructs used in this study in other emerging economies would be an interesting topic for future research. Finally, future research could triangulate in-depth qualitative case studies and quantitative research to provide more robust results. By testing seven hypotheses, the paper shows that the personal traits acts as a moderating factor between the organizational climate and job satisfaction, and brings together to explain their linkage through personal traits moderation and quantifies the relationship.

References

- Ahmad, K.Z. (2012), "The mediating effect of person-environment fit on the relationship between organizational culture and staff turnover", *Asian Social Science*, Vol. 8 No. 2, pp. 62-71.
- Ambrose, M.L., Arnaud, A. and Schminke, M. (2008), "Individual moral development and ethical climate: the influence of person-organization fit on job attitudes", *Journal of Business Ethics*, Vol. 77 No. 3, pp. 323-333.
- Bernreuter, R.G. (1931), "The evaluation of a proposed new method for constructing personality trait tests", PhD dissertation, Stanford University.
- Bessemer, M.A. and Ramanaiah, N.V. (1981), "Convergent and discriminant validity of selected need scales from the adjective checklist and personality research form", *Psychological Reports*, Vol. 49 No. 11, pp. 311-316.
- Bhuiyan, S.N. and Menguc, B. (2002), "An extension and evaluation of job characteristics, organizational commitment and job satisfaction in an expatriate, guest worker, sales setting", *Journal of Personal Selling & Sales Management*, Vol. 22 No. 1, pp. 1-12.
- Burton, R. and Obel, B. (2004), *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, 3rd ed., Kluwer Academic Publishers, Dordrecht.
- Campbell, J.P., Dunnette, M.D., Lawler, E.E. and Weick, K.E. (1970), *Managerial Behavior, Performance and Effectiveness*, McGraw Hill, New York, NY.
- Castro, M. and Martins, N. (2010), "The relationship between organisational climate and employee satisfaction in a South African information and technology organisation", *SA Journal of Industrial Psychology*, Vol. 36 No. 1, pp. 880-889.
- Chadha, N.K. (1988), "Organizational climate and job satisfaction", *Psychologia: An International Journal of Psychology in the Orient*, Vol. 31 No. 2, pp. 106-122.
- Chernyak-Hai, L. and Tziner, A. (2014), "Relationships between counterproductive work behavior, perceived justice and climate, occupational status, and leader-member exchange", *Journal of Work and Organizational Psychology*, Vol. 30 No. 1, pp. 1-12.
- Choi, S.-Y. and Kim, K.-S. (2014), "The effects of work characteristics, supervision and cultural competence on nurses' burnout", *International Journal of Bio-Science and BioTechnology*, Vol. 6 No. 4, pp. 187-200.
- Churchill, G. (1979), "A paradigm for developing better measures of marketing constructs", *Journal of Marketing Research*, Vol. 16 No. 1, pp. 64-73.
- Conn, S.R. and Ramanaiah, N.V. (1990), "Factor structure of the personality scales, the personality research form-E, and the five-factor model", *Psychological Reports*, Vol. 67 No. 2, pp. 627-632.
- Deshpande, S.P. (1996), "The impact of ethical climate types on facets of job satisfaction: an empirical investigation", *Journal of Business Ethics*, Vol. 15 No. 6, pp. 655-660.
- Dillman, D.A. (2000), *Mail and Internet Surveys*, Wiley, New York, NY.
- Doraisami, A. (2014), "Macro-economic policy responses to financial crisis in Malaysia, Indonesia and Thailand", *Journal of Contemporary Asia*, Vol. 44 No. 4, pp. 581-598.
- Downey, K., Hellriegel, D. and Slocum, J. (1975), "Congruence between individual needs, organizational climate, job satisfaction and performance", *Academy of Management Journal*, Vol. 18 No. 1, pp. 149-155.

- Francisco, L.J. and Andres, S.-V. (2017), "Managerial competencies, innovation and engagement in SMEs: the mediating role of organisational learning", *Journal of Business Research*, Vol. 79, October, pp. 152-160.
- Garcia-Garcia, I., Ramos, V.B., Serrano, C., Cobos, R. and Souza, A. (2011), "Nursing personnel's perceptions of the organizational climate in public and private hospitals in Spain", *International Nursing Review*, Vol. 58 No. 2, pp. 234-241.
- Gellatly, I.R., Paunonen, S.V., Meyer, J.P., Jackson, D.N. and Goffin, R.D. (1991), "Personality, vocational interest, and cognitive predictors of managerial job performance and satisfaction", *Personality and Individual Differences*, Vol. 12 No. 3, pp. 221-231.
- Gerbauer, J.E., Bleidom, W., Gosling, S.D., Rentfrow, P.J., Lamb, M.E. and Potter, J. (2014), "Cross-cultural variations in Big Five relationships with religiosity: a sociocultural motives perspective", *Journal of Personality and Social Psychology*, Vol. 107 No. 6, pp. 1064-1091.
- Ghavifekr, S. and Pillai, N.S. (2016), "The relationship between school's organizational climate and teachers' job satisfaction: Malaysian experience", *Asia Pacific Education Review*, Vol. 17 No. 1, pp. 87-106.
- Glisson, C. and James, L.R. (2002), "The cross-level effects of culture and climate in human service teams", *Journal of Organizational Behavior*, Vol. 23 No. 6, pp. 767-794.
- Goh, C.T., Koh, H.C. and Low, C.K. (1991), "Gender effects on the job satisfaction of accountants in Singapore", *Work and Stress*, Vol. 5 No. 4, pp. 341-348.
- Goldberg, L.R. (1990), "Standard markers of the big-five factor structure", unpublished report, Oregon Research Institute, Eugene.
- Haakonsson, D.D., Burton, R.M., Obel, B. and Lauridsen, J. (2008), "How failure to align organizational climate and leadership style affects performance", *Management Decision*, Vol. 46 No. 3, pp. 406-432.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th ed., Pearson Education Inc., Upper Saddle River, NJ.
- Helfat, C.E. and Peteraf, M. (2003), "The dynamic resource-based view: capability life-cycles", *Strategic Management Journal*, Vol. 24 No. 10, pp. 997-1010.
- Hofstede, G. (2001), *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*, 2nd ed., SAGE Publications, Thousand Oaks, CA.
- Hough, L.M., Ones, D.S. and Viswesvaran, C. (1998), "Personality correlates of managerial performance constructs", *Symposium Conducted at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX, April*.
- Hulin, C.L., Drasgow, F. and Komocar, J. (1982), "Applications of item response theory to analysis of attitude scale translations", *Journal of Applied Psychology*, Vol. 67 No. 6, pp. 818-825.
- Ironson, G.H., Brannick, M.T., Smith, P.C., Gibson, W.M. and Paul, K.B. (1989), "Construction of a job in general scale: comparison of global, composite and specific measures", *Journal of Applied Psychology*, Vol. 74 No. 2, pp. 193-200.
- Islam, Z., Jasimuddin, S.M. and Hasan, A. (2015), "Organizational culture, structure, technology infrastructure and knowledge sharing: empirical evidence from MNCs based in Malaysia", *VINE: The Journal of Information and Knowledge Systems*, Vol. 45 No. 1, pp. 67-88.
- Islam, Z., Jasimuddin, S.M. and Hasan, A. (2017), "The role of technology and socialization in linking organizational context and knowledge conversion: the case of Malaysian service organizations", *International Journal of Information Management*, Vol. 37 No. 7, pp. 497-503.
- Jackson, D.N. (1974), *Personality Research Form Manual*, Research Psychologists Press, New York, NY.
- James, L.R. and Jones, A.P. (1974), "Organizational climate: a review of theory and research", *Psychological Bulletin*, Vol. 81 No. 12, pp. 1096-1112.
- Kaye, B. and Jordan-Evans, S. (1999), *Love 'em or lose 'em: Getting Good People to Stay*, Berrett-Koehler Publisher, Inc., San Francisco, CA.

- Keuter, K., Byrne, E., Voell, J. and Larson, E. (2000), "Nurses' satisfaction and organizational climate in a dynamic work environment", *Applied Nursing Research*, Vol. 13 No. 1, pp. 46-49.
- Kirkpatrick, S.A. and Locke, E.A. (1991), "Leadership: do traits matter?", *The Executive*, Vol. 5 No. 2, pp. 48-60.
- Kotabe, M., Jiang, C.X. and Murray, J.Y. (2011), "Managerial ties, knowledge acquisition, realized absorptive capacity and new product market performance of emerging multinational companies: a case of China", *Journal of World Business*, Vol. 46 No. 2, pp. 166-176.
- Kristof, A., Zimmerman, R.D. and Johnson, E.C. (2005), "Consequences of individuals' fit at work: a meta-analysis of person-job, person-organization, person-group and person-superior fit", *Personnel Psychology*, Vol. 58 No. 2, pp. 281-342.
- Lait, J. and Wallace, J.E. (2002), "Stress at work: a study of organizational – professional conflict and unmet expectations", *Industrial Relations*, Vol. 57 No. 3, pp. 463-490.
- Lam, S.K. (1995), "Total quality management and job satisfaction in Hong Kong", *International Journal of Management*, Vol. 12 No. 1, pp. 96-101.
- Lapidus, R.S., Roberts, J.A. and Chonko, L.B. (1997), "Stressors, leadership substitutes and relations with supervision among industrial salespeople", *Industrial Marketing Management*, Vol. 26 No. 3, pp. 225-269.
- Lara, F.J., Palacios, M.D. and Devece, C.A. (2012), "How to improve organizations results through knowledge management in knowledge-intensive business services", *Service Industrial Journal*, Vol. 32 No. 11, pp. 1853-1863.
- Laschinger, H.K., Finegan, J., Shamian, A.J. and Wilk, P. (2001), "Impact of structural and psychological empowerment on job strain in nursing work settings: expanding Kanter's model", *The Journal of Nursing Administration*, Vol. 31 No. 5, pp. 260-272.
- Litwin, G.H. and Stringer, R.A. (1968), *Motivation and Organizational Climate*, Harvard University Press, Boston, MA.
- Maghrabi, A.S. and Johnson, D.A. (1995), "An Arabic version of the job descriptive index", *Current Psychology*, Vol. 14 No. 1, pp. 47-53.
- Molina, M.C., Gonzalez, J.H., Florencio, B.P. and Gonzalez, J.G. (2014), "Does the balanced scorecard adoption enhance the levels of organizational climate, employees' commitment, job satisfaction and job dedication", *Management Decision*, Vol. 52 No. 5, pp. 983-1010.
- Morris, A. and Bloom, J.R. (2002), "Contextual factors affecting job satisfaction and organizational commitment in community mental health centres undergoing system changes in the financing of care", *Mental Health Services Research*, Vol. 4 No. 2, pp. 71-83.
- Muchinsky, P.M. (1977), "Organizational commitment: relationship to organizational climate and job satisfaction", *Academy of Management Journal*, Vol. 20 No. 4, pp. 592-607.
- Nunnally, J.C. (1978), *Psychometric Theory*, 2nd ed., McGraw-Hill, New York, NY.
- Pandey, S.K. and Kingsley, G.A. (2000), "Examining red tape in public private organizations: alternative explanations from a social psychological model", *Journal of Public Administration Research and Theory*, Vol. 10 No. 4, pp. 779-799.
- Parasuraman, A. (1987), "Customer-oriented corporate cultures are crucial to services marketing success", *Journal of Services Marketing*, Vol. 1, pp. 39-46.
- Park, B.I. and Ghauri, P.N. (2011), "Key factors affecting acquisition of technological capabilities from foreign acquiring firms by small and medium sized local firms", *Journal of World Business*, Vol. 46 No. 1, pp. 116-125.
- Parzinger, M., Lemons, M.A. and McDaniel, K. (2012), "The impact of organizational context on turnover and job satisfaction: a multi-analysis study of bank employees", *International Journal of the Academic Business World*, Vol. 6 No. 1, pp. 39-50.
- Permarupan, Y., Saufi, R., Suzana, R., Kesim, R. and Belekrishnan, B. (2013), "The impact of organizational climate on employee's work passion and organizational commitment", *Procedia Social and Behavioral Sciences*, Vol. 107, pp. 88-95.

- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.
- Pritchard, R.D. and Karasick, B.W. (1973), "The effects of organizational climate on managerial job performance and satisfaction", *Organizational Behavior and Human Performance*, Vol. 9 No. 1, pp. 126-146.
- Robertson, L.J. and Bean, J.P. (1998), "Women faculty in family and consumer sciences: influences on job satisfaction", *Family and Consumer Sciences Research Journal*, Vol. 27 No. 2, pp. 167-195.
- Schneider, B. (2000), "The psychological life of organizations", in Ashkanasy, N.M. and Peterson, M.E. (Eds), *Handbook of Organizational Culture and Climate*, Sage, Thousand Oaks, CA, pp. 17-21.
- Schneider, B. and Snyder, R.A. (1975), "Some relationships between job satisfaction and organizational climate", *Journal of Applied Psychology*, Vol. 60 No. 3, pp. 318-328.
- Sempene, M.E., Rieger, H.S. and Roodt, G. (2002), "Job satisfaction in relation to organisational culture", *SA Journal of Industrial Psychology*, Vol. 28 No. 2, pp. 23-30.
- Shadur, M.A., Kienzle, R. and Rodwell, J.J. (1999), "The relationship between organizational climate and employee perceptions of involvement", *Group and Organization Management*, Vol. 24 No. 4, pp. 479-503.
- Smith, P.C., Kendall, L.M. and Hulin, C.L. (1969), *The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes*, Rand McNally & Company, Chicago, IL.
- Steinke, C., Dastmalchian, A. and Baniyadi, Y. (2015), "Exploring aspects of workplace climates in Canada: implications for the human resources of health-care", *Asia Pacific Journal of Human Resources*, Vol. 53 No. 4, pp. 415-431.
- Viswesvaran, C. and Deshpande, S.P. (1998), "Job satisfaction as a function of top management support for ethical behavior: a study of Indian managers", *Journal of Business Ethics*, Vol. 17 No. 4, pp. 365-371.
- Watson, D. and Clark, L.A. (1984), "Negative affectivity: the disposition to experience aversive emotional states", *Psychological Bulletin*, Vol. 96 No. 3, pp. 465-490.
- Weiss, H.M. and Cropanzano, R. (1996), "Affective events theory: a theoretical discussion of the structure, causes and consequences of affective experiences at work", in Staw, B.M. and Cummings, L.L. (Eds), *Research in Organizational Behavior*, Vol. 18, JAI Press, Greenwich, CT, pp. 1-74.
- Yeager, S.J. (1981), "Dimensionality of the job descriptive index", *Academy of Management Journal*, Vol. 24 No. 1, pp. 205-212.
- Zeigler-Hill, V., Southard, A.A. and Besser, A. (2014), "Resource control strategies and personality trait", *Personality and Individual Differences*, Vol. 70 No. 12, pp. 1227-1239.

Further reading

- Haakonsson, D.D., Obel, B., Burton, R. and Lauridsen, J.L. (2006), "Action leadership, multi-contingency theory and fit", in Burton, R., Eriksen, B., Haakonsson, D.D. and Snow, C. (Eds), *Organization Design: The Evolving State of the Art*, Springer, New York, NY.
- Norton, S. (1999), "Teacher retention: reducing costly teacher turnover", *Contemporary Education*, Vol. 70 No. 3, pp. 52-55.

About the authors

Dr Kamarul Zaman Bin Ahmad is a Professor at University of Dubai. Previously, he taught at the University of Malaya. He received MCom Degree from the University of Malaya and PhD Degree from the Manchester University.

Dr Sajjad M. Jasimuddin has been a Professor at the Kedge Business School, France, since July 2012. Previously, he taught at Aberystwyth University (UK), Southampton University (UK), King Abdulaziz University (Saudi Arabia) and University of Dhaka (Bangladesh). He is a Visiting Professor at Renmin University of China (IFC). He received an MPhil Degree from Judge Business School,

MD

Cambridge University (Trinity College), and a PhD Degree from Southampton University. He has authored 13 chapters and 113 articles, which appear in *European Journal of Operational Research*, *Production Planning & Control*, *Information Systems Journal*, *Annals of Regional Science*, *Thunderbird International Business Journal*, *European Management Journal*, *Management Decision*, *Information Systems Management*, *Journal of Operational Research Society*, *Research in International Business and Finance*, *Industrial Management and Data Systems*, *Journal of Business and Industrial Marketing*, *Business Strategy*, *Global Business and Organisational Excellence*, *International Journal of Organisational Analysis*, *International Journal of Information Management*, *Journal of Management Analytics*, *Journal of Knowledge Management*, *JKM*, *K&PM*, *IJTHI*, *EJISE*, *IRMJ*, *VINE* and *KMR&P*. Recently, he published a book, *Knowledge Management: An Interdisciplinary Perspective* (World Scientific, 2012). His research interests are in knowledge management, international business, information management, and strategic management. Dr Sajjad M. Jasimuddin is the corresponding author and can be contacted at: sajjad.jasimuddin@kedgebs.com

Wang Ling Kee is a Doctoral Researcher at the University of Malaya, Malaysia.

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com