

The Impact of Organizational Environment on Job Satisfaction: A Case Study on Khartoum Electricity Companies

Somaia Osman M. Abdelgadir

*Department of Business Administration, College of Economic and Administrative Sciences, Imam M. B.Saud Islamic University, KSA

Email: somaiaagadir@hotmail.com

Abstract: This research tackles the impact of organizational environment on job satisfaction in Electricity Companies located in Khartoum State, Sudan. The research aims to study the organizational climate in electricity companies and to identify the pressures and problems that the employees may face and its consequences and come out with the recommendations that may help to create an appropriate work environment organization, and raise employees' morale. The descriptive analytical approach was used in executing this research, focusing on the case study and the statistical method to analyze the data and information. The most important result was that the wages and incentives provided by electricity companies have increased job satisfaction of employees. Add to that, the management has shown concerns about the organizational climate and its improvement, as well as its attention to staff performance evaluation so that to give them a free space to express their opinions. However, the important recommendations can be summarized in: encouraging the creative ideas, the need to reengineering staff functions and tasks, secure appropriate atmosphere to enhance stability, and embrace the idea of work environment continuous improvement an ongoing process as it is a vital for job stability.

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Introduction

The modern intellectual directions in behavioural studies have paid a great attention to the impact of the organizational climate or organizational environment on the individuals, groups and work organizations behaviour as well. And that includes all the surrounding variables in the work place, i.e. intellectual values, traditions and other physical aspects. The organizational environment includes all the surroundings around individuals while in duty and affects their behaviour, performance and attraction towards their jobs and the work group that they belong as well as the organization that they work at.

The attention to the interior environment of the organizations launch from the needs to provide a good work climate that enable labours performing jobs in the required format, in spite of the technical progress, the human resources maintain active in planning and implementing the different activities in the organization, so it becomes incumbent to the organizations to set objective to improve the private work atmosphere among the strategic goals priorities. The good work climate as well as it is a distinguished adjective to the organizations, it forms a force of attraction for distinguished human resources in terms of skills and acknowledge and the understanding that the organization is the suitable place to for work may increase the loyalty of its members and the level of

their satisfaction of their job and fulfil the integration and the interacting between their goals and organization goals.

Proceeding from the importance of organization environment impact to the employees' satisfaction, this research highlighting on this impact and to which extent that affects the organizational environment on job satisfaction of the labours of Khartoum State electricity companies.

The term organizational climate named on the group of characteristics and traits that distinguished an organization than other one, and mostly this term expressed about the character of the organization since each organization has the own culture, traditions and its work pattern that forms as a whole the prevailing climate. The organizational climate has many definitions, of which: "The person's recognition of the type of organization in which he works for" (Dessler 1985). Also defined as "The group of characteristics that distinguish organization work environment and known by individuals who are working in this environment which has influence or effect on their motives and behavior" (Litwin 1985). No matter what definitions of organizational climate, these definitions emphasize aspects related to specifying the meaning of the concept, these aspects can be summarized as follows:

- The organizational climate expresses the characteristics that distinguish the inner work

environment in any organization & differentiate it from other organizations.

- The organizational climate expresses a group of characteristics that have a degree of continuity or relative stability.

- The organizational climate expresses the organization characteristics as recognized by the workers, which affects their behavior, attitudes and motives. (Basheer2003).

The importance of the organizational climate lies in its ability to affect motives and performance in general, and that may affect the job satisfaction as a cause of what the individual earns in terms of economic, social and psychological returns.

Determinants of the organizational climate are:

- 1-Leadership; where values of directors have strong impact on the climate as it leads to reactions that affect decisions making process.
- 2- Leadership Style: Leaders, who trust their subordinates and empower them to participate on decision making process, create different climate from that created by the leaders who insist to handle important decisions themselves.
- 3- Organizational Structure: It is a logical assembly of cohesive procedures for a holistic and unified formation that allows the exercise of power, execution and control. Organization with preset policy & procedure, tend to create a bureaucratic organizational climate. Whereas, other organization with flexible structure that allows to practice the spirit of rules & procedures creates a favorable work environment climate to workers.
- 4-Employees Characteristics: Organizations that work in it a huge rate of Elders with low education, its climate been different than those organizations work in it ambitious, younger and high educated staff.
- 5- Organization Size: It is easy to build a creation and Innovation climate in small company than in a big one.
- 6- Workers joining unions: When employees join unions, the relationship between them and their directorates becomes more official.
- 7-Economic Conditions: In periods of economic downturn, companies budgets are usually reduced in which the Managers forced to cautious in decision making and do not suggesting a new programs as well they set aside the innovative ideas as its implementation may cause loose and adventure that the organization do not been able to bear, and
- 8- Business Activity: The nature and kind of activity also contributes to a distinguished organizational climate distinguished than the others(Nada 2008).

The term job satisfaction refers to attitudes and emotions that the employee has towards his job. Positive attitude towards job indicates the job satisfaction, while negative attitude indicates dissatisfaction. Employees morale & job satisfaction are considered of similar context. Morale is defined

as "the extent to which individual's needs are satisfied, and the extent of individual recognition that the satisfying result basically from the overall circumstances of the Occupation. Some authors also defined job satisfaction as "Feeling happy or feeling that achieved throughout working and then lead to individual enthusiasm and pushing work and associating with. Elements influencing job satisfaction as indicated by Hietham (2007) are:

1- Satisfaction of current job: The individual select his occupation according to his abilities and concerns if he qualified to obtain this job, over time, he grading in this Job according to the technical experiences he acquired or through training or learning programs that been provided either through the organization or else.

2- Satisfaction about wages and incentives: Financial incentives including as day laborers, freelance, wage due to work experience, wage according to individual needs, exceptional allowances, allowances due each beginning of the year, encourage wages, commissions, profits sharing, services that fulfill most essential needs of the individual as food, health, education and housing services, additional to morale incentives which including praise and reprimands, offering music, social facilities, completion allowance .

3-Satisfaction about the performance evaluation policies in the organization.

4-Satisfaction about promotion policies.

5-Satisfaction about direct manager, .6-Satisfaction about work groups.

7- Work environment satisfaction.

8-Satisfaction about environment surroundings.

9-Satisfaction about the organizational structure of the organization.

Research Objectives and Hypotheses:

This research aims to study the organizational environment in electricity companies and identifying pressures and problems that labours may pose to and the results thereof from the organizational climate impact, and then presenting the recommendations and suggestions that help in setting appropriate organization to reduce the negative effects of the pressures in the interior work environment and to increase the morale of the labors to make fundamental changes in labors performance and developing their performance and increasing their satisfaction about their jobs.

The research Hypotheses are:

- There is a relationship between incentive system and labor job satisfaction in Khartoum electricity companies.

- There is a relationship between performance evaluation system and the level of labor job satisfaction in Khartoum electricity companies.

- There is a relationship between supervision and leadership manner and labor performance in Khartoum electricity companies.

Methodology:

The research population consist of five electricity companies' employees in Khartoum State. These include the Thermal Electric Power Generation Company, Waterfall Electric Power Generation Company, Electricity Distribution Company, Electricity Transmission Company and Marwa Dam Electricity Company. A questionnaire and observations were used to collect the primary data

from gather data from 120 respondents been chosen by using the stratified random sample to select the respondents from each respondents class. The respondents were divided into four classes: from scale 1 to 4 (class one), scale 5- 7 (class two) scale 8- 9 (class three) and from 10 - 12 (class four). The researcher used Statistical Packages of the Social Sciences (SPSS) for data management and analysis.

Table (1) Crosstab

		Good performance receives praise and appreciation from Administration					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
Increasing Incentives mean increasing in job satisfaction levels	Agree	30	11	6	11	2	60
	Strongly agree	13	22	2	5	2	44
	i don't know	2	1	2	1	1	2
	Disagree		3	2			11
	Strongly disagree		2	10	3	1	3
Total		45	39	10	20	6	120

For measuring the influence of good performance and its obtaining praise from Administration in incentives increasing and its relationship with the level of satisfaction through crosstab No. (1), note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (2) we found Chi-square value 27.131 free rate of 16 and significance level of .040 and this value is the less than the value of allowable error. This means there is statistically indicatives

differences at the level of indicative 5%, so increasing incentives has relationship with the increasing of job satisfaction.

Table (2) Chi-Square Test

	Value	Df.	Asymp. Sig (2-sided)
Pearson Chi-Square	27.131	16	.040
Likelihood Ratio	26.499	16	.047
Linear – by – Linear Association	4.625	1	.032
N of Valid Cases	120		

Table (3) Crosstab

		There is an attention to employees and their families through providing health care					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
Increasing Incentives mean increasing in job satisfaction levels	Agree	39	10	4	5	2	60
	Strongly agree	22	18	2	2	1	44
	I don't know		1				2
	Disagree	4			4	1	11
	Strongly disagree	2	3				3
Total		67	32	6	11	4	120

For measuring the influence of providing health care to the employees in incentives increasing and its relationship with satisfaction level and through crosstab (3) we note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (4) we found Chi-square value 44.461 free rate of 16 and significance level of .000, and this value is the less than the value of allowable error. This means there is statistically indicatives differences at the level of indicative 5%, so increasing incentives has relationship with the increasing of job satisfaction.

Table (4) Chi-Square Test

	Value	Df.	Asymp. Sig (2-sided)
Pearson Chi-Square	44.461	16	.000
Likelihood Ratio	30.885	16	.014
Linear – by – Linear Association	4.626	1	.031
N of Valid Cases	120		

Second Hypothesis There is a relationship between performance evaluation system and the level of labor job satisfaction in Khartoum electricity companies

Table (5) Crosstab

		Management observe the performance evaluation process					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
There was an accurate standards to measuring employees performance	Agree	27	10	7	2		36
	Strongly agree	4	3	2	2		16
	I don't know	10		17	16	3	32
	Disagree	6	1	5	1		28
	Strongly disagree	1		2		3	7
Total		48	14	33	21		119

For measuring the influence of Management follow-up for evaluation process and the existence of the accurate standards to measure performance, we note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (6) we found Chi-square value 149.405 and free rate of 16 and significance level of .000, and this value is the less than the value of allowable error. This means there is statistically indicatives differences at the level of

indicative 5%, so the performance evaluation process affects on employees performance.

Table (6) Chi-Square Test

	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	149.405	16	.000
Likelihood Ratio	99.615	16	.000
Linear – by – Linear Association	34.815	1	.000
N of Valid Cases	119		

Table (7) Crosstab

		Employees distinguished on the basis of efficiency and not on the personal relations					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
There was an accurate standards to measuring employees performance	Agree	19	3	9	4	1	36
	Strongly agree	4	7	2	1	2	16
	I don't know	8	4	13	6	2	33
	Disagree	6	2	3	16	1	28
	Strongly disagree				2	5	7
Total		37	16	27	29	11	120

For measuring the influence of the follow-up of distinguished basis between employees and the existence of the accurate standards to measure performance and through crosstab (7), we note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (8) we found Chi-square value 81.590 and free rate of 16 and significance level of .000, and this value is the less than the value of allowable error. This means there is statistically indicatives differences at the level of indicative 5%, so the performance evaluation process affects on employees performance.

Table (8) Chi-Square Test

	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	81.590	16	.000
Likelihood Ratio	26.461	16	.000
Linear – by – Linear Association	23.154	1	.000
N of Valid Cases	120		

Third Hypothesis: There is a relationship between supervision and leadership manner and labor performance in Khartoum electricity companies.

Table (9) Crosstab

		Distinguished between employees based on efficiency and not on interpersonal relations					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
Presidents and supervisors applied the intimidation principle as an incentive in work	Agree	10	2	1	5	2	20
	Strongly agree	3	2	2	1	1	9
	I don't know	6	3	4	3		13
	Disagree	29	2	8	17	1	58
	Strongly disagree	16		2			20
Total		64	9	17	26	4	120

For measuring the influence of the follow-up the availability of posing point of views and Presidents and supervisors applied the intimidation principle as an incentive in work through crosstab (9), we note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (10) we found Chi-square value 24.662 and free rate of 16 and significance level of .000, and this value is the less than the value of allowable error. This means there is statistically indicatives differences at the level of

indicative 5%, so the leadership method affects on job satisfaction.

Table (10) Chi-Square Test

	Value	Df.	Asymp. Sig (2-sided)
Pearson Chi-Square	24.662	16	.000
Likelihood Ratio	28.136	16	.030
Linear – by – Linear Association	3.589	1	.058
N of Valid Cases	120		

Table (11) Crosstab

		Employees have opportunity in participating in decision making with regard of their work field.					Total
		Agree	Strongly agree	I don't know	disagree	Strongly disagree	
Presidents and supervisors applied the intimidation principle as an incentive in work	Agree	12	2	1	5	2	20
	Strongly agree	2	3	2	2	1	9
	I don't know	7		1	2	3	13
	Disagree	27	6	7	15	1	58
	Strongly disagree	15	2	1	1		20
Total		63	13	12	25	7	120

For measuring the influence of the follow-up the availability participating employees in decision making and supervisors applied the intimidation principle as an incentive in work through crosstab (11), we note that the ratio of agree and strongly agree in the two sentences represent the greater percentage and when using Chi-square test in the table (12) we found Chi-square value 17.162 and free rate of 16 and significance level of .004, and this value is the less than the value of allowable error. This means there is statistically indicatives differences at the level of indicative 5%, so the leadership method affects on job satisfaction.

and job satisfaction, the sense that the greater incentive the more job satisfaction. As well the study results indicate that there was a great attention from the administration to the performance evaluation process and set accurate standards for measure in the convince of the management that the evaluation process affect significantly on employees satisfaction. Also shown that there was a possibility to posit views of opposition to the work president's ideas and which is means existence of expression area and the opportunities are available for employees to participate in decision making process and the good performance meet with praise and appreciate. The study results indicate also to the management attention to inner work environment and evaluate it on monthly basis to find out weaknesses to processed and strengths to improve and maintain, as well there was attention to employees healthcare through offering healthcare and many other services as housing, training and rehabilitation and this confirm that the organizational climate achieves a great deal of employees job satisfaction. Also found that some of respondents think to leave their jobs if they have other jobs with better privileges.

Table (12) Chi-Square Test

	Value	Df.	Asymp. Sig (2-sided)
Pearson Chi-Square	17.162		
Likelihood Ratio	20.310	16	.004
Linear – by – Linear Association	1.431	16	.207
		1	.232
N of Valid Cases	120		

Conclusion and Recommendations:

Conclusion:

The Study showed that the ratio of about 76.6% of respondents agreed that work environment was initialized as of light and ventilation, and a percentage of 85% agreed that the relationship was good and there was a fully co-operation between employees, and a percentage of 50% agreed that employees feel stable and safe in related to their occupational future. Also found that there is a direct correlation between incentives provided to employees

Recommendations: Based on the results that have been reached, the Researcher recommends with the followings:

- 1- Motivate employees financially and morally continuously to increase the degree of loyalty and satisfaction and maintaining with the qualified labors.
- 2- The necessity of clarifying the standards of measuring employees performance to feel comforts

and confidence of owning the information and knowing what happening inside the company that the correspondents belongs to.

3- Encourage the innovative ideas and pursue a policy of engineering occupation. Individuals, activities, methods and performance.

4- Take advantage of the good relationship between employees to establish a homogeneous team work to develop performance and award employees certificate of merit as additional motivation for work efforts and distinguished between employees must be based on efficiency, skill and experience.

5- Preparing the appropriate environment for employees stability and embrace the idea of improving organizational climate as a permanent process as it considered as a base to employees stability process.

6- Evaluation the privileges and maintain them so the workers do not even have to search for better jobs either inside or outside the State of Khartoum.

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