ORGANIZATIONAL CLIMATE AND EMPLOYEE JOB SATISFACTION IN BRITISH AMERICAN TOBACCO, ABUJA

BY

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IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE DEGREE IN BUSINESS MANAGEMENT,
DEPARTMENT OF BUSINESS MANAGEMENT,
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BAZE UNIVERSITY, ABUJA

SEPTEMBER, 2020
DECLARATION

I, Zainab Ahmad Aminu, hereby declare that this research project entitled “Organizational Climate and Employee Job Satisfaction in British American Tobacco, Abuja.” has been undertaken by me under the supervision of Dr. Itari Turner. I further declare that this project has not been previously submitted either in part or full for the award of a degree or certificate elsewhere. All ideas and views are products of my research. Where the views of others were expressed, they have been duly acknowledged.

___________________________                                                _____________________
Zainab Ahmad Aminu                                                                                        Date

BU/17C/BS/2804
APPROVAL
The project “The Impact of Organizational Climate on Employee Job Satisfaction: A Case Study of British American Tobacco.” By Zainab Ahmad Aminu BU/17C/Bs/2804” has been read and approved as meeting the requirements of the department of Business Management as part of fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) Degree.

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DEDICATION

I dedicate this project to Allah almighty my creator who has been the source of my strength throughout this program and on his wings only have I soared, my father (my hero), who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother (my role model) who taught me that even the largest task can be accomplished if it is done one step at a time.
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My sincere appreciation goes to my project supervisor Dr. Itari Tuner whose contribution and constructive criticism has pushed me to expand the kind of effort I have exerted to make this work as original as it can be. Thanks to her I have experienced through research and my knowledge in the subject matter has been broadened. I will never forget your efforts ma.

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ABSTRACT

This study examined the impact of organizational climate on employee job satisfaction, using British American as a case study. Using Taro Yamani formulae, 70 sample size was drawn from the population of 85 employees of the organisation. The study adopted survey research method to administered (online) 38 structural questions (five-Likert scales) questionnaire to obtain the primary data from the sample. 50 representing 71.42% of sample responded to the questionnaire. The regression statistical tool, with the aids of SPSS 23, was used to analyze the sourced data for the four formulated hypotheses. The study found a positive and significant relationship between Organisational values and job satisfaction in British American Tobacco, Abuja. More also, the study found a positive and significant relationship between workplace environment and job satisfaction in British American Tobacco, Abuja. Furthermore, the study found a negative but insignificant relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja. The study also found a negative but insignificant relationship between organisation structure and job satisfaction in British American Tobacco, Abuja. The workplace environments are crucial to the employee, particular in the present era of COVID-19 as such management should accord it specific attention in other to create a job satisfaction environment. The management should put in place a programme that employees can key in for their personal development and advancement to keep alive elements of job satisfaction factor at all time for the employee.

Keywords: Organisational Values, Policies & Procedures, Organisational Structure, Workplace Environment, Job Satisfaction
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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Since the days of the industrial revolution, there has been growing attention on the relationship between job satisfaction and organisational climate in human resources management. Employee attitude towards his/her organisation, due to the workplace environment, is a significant concern in workplace. Organisational climate is one of the most critical management challenges and it has been identified as a direct influencer of employee behaviour.

According to Aysen (2018), employee attitude is a function of personality traits as well as the environment in which they operate. Organisational climate is an important aspect for understanding the work-related behaviour and job satisfaction of employees. In simple terms, the organizational climate is the sum of the psychological factors, which are employee perceptions of their work environments (James et. al, 2008). However, it is not easy to define the climate within an organisation precisely because it is based on employee perceptions.

Generally, individual employee performance and commitment to work are found to have a direct relationship with overall organisational performance. As such, job satisfaction of the employee becomes an important element in the effort to increase the performance and commitment of the employee.

The organizational environment was described by Payne et al. (1971) as the way workers view their organisation and its objective. Organizational climate is, in the view of Churchill (1976), the sums of social factors which constituted the workplace environment for a worker. According to Punia et al. (2014), every organisation has a distinctive climate, that reflects the
nature of the management. For the individual member within the organisation, a set of attitudes and expectancies could create a specific environment in an organisation. Employees of the organisation, who are aware of rules and policies of an organisation and follow them, feel part of the organisation and become better performers. To Rizwan (2015), organisational culture is the collection of common principles, beliefs and values that governs how people behave within the organisation.

Aysen (2018) opined that if organizational culture is simply described as “how things are done there”, then the organizational climate can be described as “how it feels like working there”. This has further clarified the organizational climate as an individual perception and feelings. More also, “how it feels like working there” (organizational climate) could have an effect on the fulfilment of those who work there. It is this fulfilment from “how it feels like working there” that is simply referred to as job satisfaction. According to Lyon & Ivancevich (2000), Job satisfaction is the level at which an employee feels fulfilled or unfulfilled with three aspects of jobs which are: autonomy, self-actualization and esteem. Job satisfaction can be described as the individual's contentment with his/her job. Job satisfaction is the level to which someone feels positive or negative about the intrinsic and extrinsic characteristics of his/her work (Bhuian and Menguc, 2002). Job satisfaction is generally a function of the supposed relationship between what one wants from a work and what one experience. Job satisfaction is workers' mental state or overall attitude about their employment and the employment facets such as work conditions, equal compensation, contact and working environment with other workers (Perçin, 2010).

The concept of organizational climate and its implications on job satisfaction was formally introduced by the human relationists in the late 1940s. Today, it has become a very useful metaphor for describing the social system in the workplace. Litwin and Stringer (1968), in attempt to understand employee and factors (such as job satisfaction) responsible for their
performance, identified six factors that affect organizational climate in which worker operates to include organizational structure, rewards, risk and risk-taking, warmth and support, tolerance and, conflict. Schneider and Barlett (1968), identifying organizational climate dimensions, gave job satisfaction as one of the six dimensions of organizational climate. The other five are management support, management structure, concern for a new employee, inter-agency conflict and, agent dependence. Many authors, such as Weihui (2014), found a correlation between job satisfaction and employee performance. Since satisfaction influences the performance of an employee, we can say the organizational climate is directly related to the performance of the employee.

The need to improved productivity and have better management of employees drove the developed countries such as the US, UK and, Canada into the search for a better understanding of employee. The industrial revolution of 1760, on the account of Zia-ur and Bin (2013), wake the developed nations to the reality on the need to create a better organizational climate for job satisfaction and improve productivity.

However, some countries’ (developed economics) organizational climate has been adjourned to be more favorable to employee than others (such as Africa) by many researchers such Martins and Von (2006), but all are facing more challenges than ever before in the 21st century. These challenges are not unique to any particular organisation or economy but affect all organizations regardless of their structure or size. Changes affecting organizations today are continuously questioning the organizational climate in particular (Monia and Martin, 2010). Organizations are continually trying to boost their organizational climate, among others, to make their workplace home for best hands and improve efficiency to succeed and outdo competitors.

Authors such as Rizwan et al (2015) opined that the organizational climate is becoming more critical than ever, so the organisation needs to ensure that all people who bring value to the
organisation want to remain and continue to put their energies into their work for the good of
the organisation. A key source of competitive advantage is an organisation that can build
conditions that workers consider as healthy and, in which they can reach their maximum
potential (Monia and Martin, 2010). Hence, the organizational climate can be seen as a key
factor to run a successful organisation.

As such, this present study “The Impact of Organizational Climate on Employee Job
Satisfaction A Case Study on British American Tobacco, Abuja” is an attempt to further
examine the influence of organizational climate on job satisfaction using British American
Tobacco, Abuja-Nigeria as a reference.

1.2 Statement of problem

Many recent studies have shown greater importance of organizational climate to job
satisfaction. As such, both job satisfaction and organizational climate are crucial to the
organisation success, particularly the private or profit orientation sector. The private sector is
the most significant determinant of a country's social and economic development, so every
private-sector problem is the entire country's issue. The private sector is the major key
contributor to the alleviation of poverty, it delivers critical goods and services and, contributes,
in tax to the nation purse (World bank, 2019). The problem that is related to employee's job
satisfaction is not just the problem of the employee alone, but also a challenge to the nation's
economy and security.

At a time like this that the world and Nigeria are facing pandemic (novel COVID-19), the
challenges to create a high level of job satisfaction for employees has been further
compounded. Both government and business owners are not only worried about the need to
find a cure or vaccine for the pandemic but also on the need to keep the employees at work in
other to keep the economy working.
The workplace has become unsafe for workers to operate, the need to provide hand sanitizer, hand washing materials and, other essential materials to contain the spread of COVID-19 has further put pressure on the management on the need to provide a conducive workplace for the employees. In some cases, the employees are looking up to the management to provide them with some of their daily basic need at the workplace, such as launch because the food vendor is virtually no longer operating in their offices, and other palliatives. The organisation has been forced to conduct business online with little or no existing internet infrastructure. New technology needs to be acquired, manpower train and a new policy adopted without jeopardizing the employees’ interest.

The demand that comes with COVID-19 has further put pressure on providing satisfaction to employees. If the employee who helps companies to provide goods and services is not happy (or feel safe) and dedicated, he/she will eventually generate frustration and the organisation will also lose out in term of output. As such, this study is undertaken to examine the factors influencing job satisfaction in British American Tobacco, Nigeria, a private-owned company. In the words of British American Tobacco Nigeria (2020), “We have had a presence in Nigeria for nearly a century. We take pride not only in how we run our business and in the relationships of trust we build with consumers, suppliers, distributors and partners, but also in our high-quality brands and the way we select and retain our talented employees”. This is a demonstration that needs to keep the employee is important to British America tobacco. Job satisfaction is key for the company to be able to achieve this mission statement. As such, the key issue we have focused on in this study is the impact of the organizational climate on job satisfaction of British American Tobacco’s employees. The study analyzed variables in organizational climate, such as organizational value, policy and procedure, workplace environment and organizational structure as an independent variable and job satisfaction as dependent variables.
1.3 Research Question

I. To what extent does policies and procedures affect employee job satisfaction in British American Tobacco, Abuja.

II. To what extent does organizational values affect employee job satisfaction in British American Tobacco, Abuja.

III. To what extent does workplace environment affect employee job satisfaction in British American Tobacco, Abuja.

IV. To what extent does organisation structure affect employee job satisfaction in British American Tobacco, Abuja.

1.4 Objective of the Study

The central objectives of this study are to look at the impact of organizational climate on employee job satisfaction. Specifically, the study is set out to:

I. To identify the impact of policies and procedures on employee job satisfaction in British American Tobacco, Abuja.

II. To analyse the impact of organisational values on employee job satisfaction in British American Tobacco, Abuja.

III. To highlight the impact of workplace environment on employee job performance in British American Tobacco, Abuja.

IV. To elicit the impact of organisation structure on employee job performance in British American Tobacco, Abuja.

1.5 Research Hypotheses
In order to provide answers to the research questions and achieve the set objective of the study, the following hypotheses (in null) were formulated.

**H₀₁**: There is no positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja.

**H₀₂**: There is no positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja.

**H₀₃**: There is no positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja.

**H₀₄**: There is no positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja.

**1.6 Significance of the Study**

The importance of this study to the managers, government and, researchers cannot be overemphasised. In general, the study will be beneficial to the following organisations and people.

I. Management: The management of organisations, particularly British American Tobacco Abuja, will find this study as an eye-opener to the effective way of achieving the aim of retaining the best hands in the company. With the role of organisational climate on the employee job satisfaction left bare, managers are better equipped on how to use it to boost employee productivity.

II. Government: The policy and lawmakers are better armed in formulating or amending existing policy or law concerning the workplace. The findings and recommendations from this painstaking study provide insight into the challenges and solutions in making effective policy or law that will give job satisfaction to Nigeria workers and increase productivity.
III. Shareholders: Owners of businesses or potential investors are now better guided in investment decision making from the finding and recommendation of the study. They can now pinpoint organisations that create a favourable climate for job satisfaction of its employees in order to enhance productivity and ensure good returns on investment.

IV. Employee: The workers can monitor and appreciate the steps taken by management to create a better organisational climate. Once the employee is enlightened that management decision is to create a climate is for job satisfaction, industrial disharmony will be minimized.

V. Academia: Researchers and students who are carrying out study in human resources management will find in the study a companion. It will provide them with fore-knowledge on the subject matter and guild them in their quest.

1.7 Justification of the Study

The challenges of the 21st century, particularly in the management of human resources, have made it difficult for a man to be sure if 21st-century technology and its globalization is a blessing. While globalization and technology have made it possible for a business to operate outside its immediate environment, it has also exposed it to stiff competitors (Rizwan et al, 2015). The competition face by the organisation today is not only limited to selling of its goods or and services but also retaining its best hands. As Monia and Martin (2010) observed, a key source of competitive advantage is an organisation that can build conditions that workers consider as healthy and, in which they can reach their maximum potential. As such, the need to bring management to terms on the effect of organisational climate is never be needed as today.

So also, the current COVID-19 has made the workplace unsafe for employees particularly when such job demand coming in contact with a cross-section of people. With the pandemic, the workplace environment and, organisation policy (variables of organizational climate) need
to tempered if the workplace must be safe for the employees. As such, there is a need for stakeholders to bring abreast on the impact organizational climate has on the job satisfaction of the employees to ensure care in tempering with variables of organizational climate.

1.8 Scope of the Study

The study is limited to examining the impact of organizational climate on employee job satisfaction in British American Tobacco. Abuja is the area of the study as such, the British American tobacco employees chose for the administration of the questionnaire was the staff of the Abuja branch. The need to conclude the study within a very short time, within the lean budget available for the study and, without travelling far in the era of COVID-19 to get the contact (email and WhatsApp) staff, informed the choice of the Abuja branch because of its proximity to the school. The questionnaire was administered online using Google form (https://gsuite.google.com/) (with the link sent to respondent email and WhatsApp contact), in other to enable the questionnaire to reach all the target sample as most of the staff now work from home under COVID-19 guideline. The sample was drawn from the employees of the British American Tobacco Abuja using random sampling techniques and a structural questionnaire administered on them to ascertain the organizational climate of the company and their level of job satisfaction.

1.9 Definition of Terms

**Organizational climate:** Organizational climate is the perceived features of an organisation and its subsystems, showing how the company relates to its workers and the problems that concern them.

**Job satisfaction:** Job satisfaction is the level to which someone feels positive or negative about the intrinsic and extrinsic characteristics of his/her work
**Employee Commitment:** Employee Commitment is an employee's psychological bond with an organisation, the strength of which depends his/her level of participation, and belief in the organisation's values.

**Management:** Management is the process of planning, controlling, organizing, leading an organisation and its employees.
CHAPTER TWO

LITRATURE REVIEW AND THEORITICAL FRAMEWORK

This chapter conceptualises the organisational climate and, job satisfaction. It also reviews various related theories and adopted the considered most appropriate of the theories as a theoretical framework for the study. More also, various previous related studies on the impact of organisational climate on job satisfaction are also considered and reviewed.

2.1 Conceptual Issues/Framework

2.1.2 Organizational Climate

The concept of organizational climate was formally introduced by the human relationists in the late 1940s. Ever since then, the term has been used interchangeably with various close concepts and various meaning being attributed to it. However, there is consensus in its various usage in using it to describe the social system at the workplace.

Scholars equate organisational climate with different terms such as the culture of the organisation, character, personality, adaptability and, prestige. Of those words used to describe organisational climate, some do connote an environment-like sense, but some do not ( Lyon & Ivancevich, 2000).

In the natural sense, the climate is the weather condition of a location at a given time in term of velocity, wind, and temperature. Defining the organisational climate, which incorporates the characteristics of the natural climate is quite difficult, it is difficult. It is difficult because of the most challenging characteristic of a management performance model is its attempt to deal with situational variables. The complexity of situational variables is the complexity of the management itself (Payne et al.,1971 and James et. al., 2008).
However, attempts have been made to conceptualised organisational climate based on potential properties. Payne et al. (1971) defined organisational climate as a set of features that affect people's behaviour within an organisation over time. According to James (2008), organisational climate is an important aspect for understanding the work-related behaviour and job satisfaction of employees. According to Aysen (2018), employee attitude is a function of personality traits as well as the environment in which they operate. To sum all these definitions together in simple terms, the organizational climate can be said to be the sum of the psychological factors, which are employee perceptions of their workplace environments.

Organizational climate is; therefore, fairly lasting quality of the internal atmosphere encountered by its members and affects their actions. Although the organisational climate varies between departments in an organisation, it incorporated, to some degree, to reflect the overall organisational climate. When viewed individually, it could be possible to have as many climates as there are various people and department in an organisation. However, according to Sudhakar (2019), the behaviour of the individuals are more important in assessing the overall organisational climate.

Sudhakar (2019), reviewing the work of Campbell et al. (1970), classified characteristics of organisational climate as follows:

I. Public Perception: Organizational environment is a general description of what constitutes the organisation. It is the overview impression of the organisation that people have. It represents the impression that people have about the internal organisational environment they work within.

II. Concept of Abstract and Intangible: Organizational climate is a conception of quality. Explanation of the components of the organisational environment in quantitative or observable units is very difficult.
III. District and unique identity: The corporate environment gives the company a distinct identity. It shows how different one company is from other organisations.

IV. Built end organizational climate: It reflects a fairly lasting consistency of the internal climate encountered by members of the organisation.

V. Multilateral Concept: Organizational climate is a multidimensional concept. Individual autonomy, authority structure, leadership style, communication pattern, degree of confrontation and collaboration etc. are the different dimensions of the organisational environment.

2.1.2 Variables of Organisational Climate Variables

The variables that constituted organisational climate has remained as a subject of debate and with no consensus at sight, judging from the researches by various authors. In the work of Andries (2004), recognition and feedback, management values, work relationship, task characteristics, responsibility and, work pressure were considered as variables of organisational climate. In the work of Rashmi Rai (2014) titled “Role of Organisational Climate on Employee job satisfaction: A Critical Study on Indian It Industries”, role and responsibility, organisation objective and goal, career growth opportunity, reward and recognition, workplace environment etc were used as organisational climate variables. And also, in the work of Chaur-luh (2014), management policy and procedure, award and motivation, transformation and laissez leadership style were considered as organisational climate variables. However, some variables such as policy, Value, workplace environment and some others seem to be common to all. As such, these common variables are considered as the organisational climate in this present study as follows:

2.1.2.1 Policies and Procedures
Organizational policies and procedures are guideline-like documents developed by an organization to direct workers in their daily work (Janet et al. 2007). An organization is a structure of interconnected parts that are organised for effectiveness and productivity. The interconnected elements of organisational policy govern the ways policies are formulated, execute, enforce, and evaluate. However, management must include employee participation when formulating this integrated section of the organisation policy to prevent disputes that may occur between management and employee (Kingsley et al., 2018).

According to Aysen (2018), policy and procedure is a declaration which underpins how human resource issues will be dealt with within an organisation. This reflects an organisation's principles and the organisation 's standards of employee attitudes. Well-written policies help managers control workers more effectively by clearly identifying appropriate and inappropriate workplace behaviour, and spelling out the consequences of non-compliance. Policy and procedure deal with issues such as equal opportunity, attendance and time-off policies, drug abuse policies, workplace protection policies, etc.

A policy and procedure on employee behaviour set out the duties and obligations to which each employee must comply as a condition of employment. Conduct policies are in place as guidelines for correct employee conduct, detailing issues like proper dress code, workplace protection practises, discrimination policies and computer and Internet usage policies. This policy and procedure also detail the procedures employers can use to control improper behaviour, including warnings or termination of employees.

2.1.2.2 Organisational Values

Many psychologists, such as Schwartz (1992) and Hofstede (1998), have been studying value at both the human and organisational levels for decades. According to Kingsley et al. (2018),
the same is true for every organisation because any human society has its own value system. Having this in mind, we face a question, whether organisational principles are something that arises from an entity or are merely passed by its workers from an individual level to the organisational level. According to Collins (2002), organizational values are very likely to grow through a combination of both an organisation and individual of an organisation.

The value represents a person or an organisation's cultural or spiritual growth that stress the following: personal attributes, experience, skills, encouragement and, self-image (Hofstede 1998). Like Hofstede (1998), several other authors such as Punia et al. (2014) and Rizwan (2015) accepted that value grow over time based on experiences acquired in working in an organisation.

Value are factors in which individuals, based on their interests, perform their tasks (Allport, 1961). In other words, values are fairly permanent structures of interpretation that form and influence the behavioural nature of individual employees. Rokeach (1968) and, Kingsley et al. (2018) described value as a type of beliefs that are centrally located in the framework of beliefs of individuals and reflect the attitudes of individuals towards how someone should act or not. Organizational values are written within the organisational culture because the organisational culture determines behavioural expectations, behavioural types, decision-making methods, and styles of Communication.

2.1.2.3 Workplace environment

A working environment is an atmosphere of the social characteristics and the physical conditions under which an employee carry out his/her duty (Lane, Esser, Holte, & Anne, 2010). Such factors do have an effect on the feelings of wellness, relationships in the workplace, cooperation, productivity, and safety of employees. There are several different kinds of workplace environments which involve a combination of physical components, corporate culture and working conditions. Which factors make for the best kind of workplace
environments depends on the sector and age of an organisation, the number and types of workers and the desired atmosphere that the company needs to develop (Gholam, 2016).

According to Holland (1997), the workplace is made up of two larger aspects. Namely: the work and, the meaning attache to work by the worker. Skalli, Theodossiou and, Vasileiou (2008) opined that workplace environment involves all the various aspects of the job, such as how the job is done and accomplished, including tasks such as task preparation, a sense overwork accomplishment, range of tasks and the inherent value of a task.

According to Spector (1997), the workplace environment is made up of workplace safety, job security, a good relationship with colleagues, appreciation for good performance, an incentive and, involvement in the decision-making process. He further clarified that once workers know they are important to an organisation, they will have a high degree of loyalty and a sense of ownership towards their organisation. Different factors in the workplace environment, such as compensation, working hours, employee flexibility, organisational structure and, employee-management communication can affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Petterson (1998 ) observed that the engagement of workers within a corporation is an essential factor in the workplace environment and it helps in achieving the organisational objectives.

2.1.2.4 Organisation Structure

Organizational structure is a result of systemic thought (Gholam, 2016). An organisation composed of elements and, relations between elements. The structure is a high combination of the relations between organisational elements that shape organisational operation philosophy of life. A systematic view of the structure reveals that structure is composed of hard elements on one side and soft elements on the other side (Rizwan, 2015). On the hard, measurable elements are present as organisational structures of groups and hierarchy. On the soft, relationships between these hard units and groups are the soft dimension in the structure of the organisation.
The organisational structure is a framework that describes how certain tasks are oriented toward achieving the organisation's objectives. These involve laws, positions, and responsibilities. The organisational structure also defines how knowledge moves within the enterprise between levels. According to Shams (2010), there is three-dimensional to organisation structure. These are hierarchy, functional and, inclusion. Hierarchy, according to Shams, displays relative ranks of organisational units by specific organisational system horoscope. Functional dimension displays numerous organisational activities done. And Dimension of inclusion displays each person's a near or far distance to the centre of the organisation. The proper combination of these dimensions shows the formal structure as shown in the organisational map (Foruhi, 2004) and (Gholam, 2016).

2.1.3 Job Satisfaction

Lofquist and Davis (1991) conceptualised job satisfaction as the positive reaction of a person to the environment as a result of the degree to which the environment fulfils his need. Job satisfaction, according to Vroom (1964) and Punia et al. (2014), is the orientation of the emotions that workers possess towards the position they play at the workplace. Job satisfaction is a critical component for inspiring workers and enabling them to achieve a better result. Hoppok & Spielgler (1938) describes job satisfaction as an interconnected collection of psychological, physiological, and environmental factors that enable workers to agree that they are happy or pleased with their employment. The role of job satisfaction in the workplace is emphasised because there it has an impact on employee performance and overall success of an organisation.

Clark (1997) opined that if an employee is not happy with the role assigned to him/her, consider the working condition dangerous, seen the co-workers not cooperative, assume that the employer does not value his/her contribution, the organisation do not include him/her in the decision-making process, such employees could become dissatisfied with the job. Rizwan
(2015) also stressed that undertaking cannot afford dissatisfied employees to perform in the current times or will they fear that not meeting their supervisor's standards will result in being fired. Rizwan further explained that having a flexible work atmosphere for workers where they believe their views are respected and they are part of the organisation, is good for businesses. As such, employee morale should be made high as expressed in their performance since they would make fewer attempts to improve with low morale.

Aysen (2018) observed that although performance and job satisfaction are affected by different factors, these different factors can be related. He also emphasised that job satisfaction is considered to be a product of success rather than a source of it. Job satisfaction has effects on organisation's efficient performance, while absenteeism, employee turnover, depression, irresponsibility and, non-engagement are the result of work dissatisfaction.

Clark (1997) and Punia et al. (2014) agreed that the factors that affect job satisfaction are numerous and differ from organisation to organisation. Rizwan (2015) opined that all these numerous factors can be grouped into personal, job inherent and, management factor. He further stresses that such factors can also serve as the theme for measuring job satisfaction in an organisation. The three groups, as explained by Rizwan (2015), are as follows:

I. Personnel Factors: They include the sex, gender, age, marital status and personal attitude of the workers, family history, socioeconomic background and so on.

II. Job-inherent Factors: These factors have recently been studied and have been found relevant in employee selection. Because of being directed by their colleagues and bosses, the professional workers would prefer to be directed by their own desire to select jobs for 'what they have to do.' Such considerations include the work itself, circumstances, the effect on the job of the internal and external climate that is unregulated by management, etc.
III. Management-Controlled factors: Management-controlled considerations include the essence of management, job security, type of working group, and pay levels, recruitment incentives and transfer policy, work period and sense of obligation. Each of these variables has a major impact on the staff. Such factors inspire the workers and offer a sense of work satisfaction.

2.2 Theoretical Review

Job satisfaction is a sum of various desires of employees and the workplace and job (Punia et al. 2014). Campbell et al. (1970) distinguish between content and process theories in order to let open the interplay between the two. The authors further explain that process theories emphasis on how behaviour can be energised and pushed towards a collective goal and, content theories are concern with what made up an organisational climate that energises and sustains the behaviour of an individual employee. Base on the objective of this study, four (4) content theories were reviewed as follows:

2.2.1 Abraham Maslow Theory (1943)

Abraham Maslow theory explained how employee’s satisfaction can be met by meeting their human needs. The theory organises the needs of an individual in a hierarchy or a scale of preference, from the physiological need to self-actualisation need. Individual need, according to the theory, is broken in hierarchy order by (Punia et al. 2014) as below:

I. Biological needs-air, food, drink, shelter, water, sex, sleep, etc.

II. Safety requires-elements defence, security, order, law, peace, freedom from fear.

III. Needs of love and belonging-friendship, intimacy, trust and acceptance, affection, and love to receive and to give. To enter, to be part of a community (family, friends, work).

IV. Esthetical needs-appreciation and pursuit of beauty, balance, shape, etc.
V. Needs for self-actualization-realization of personal potential, self-fulfilment, the pursuit of personal growth and peak experiences. A desire "to become all that one can become"(Maslow, 1987, p. 64).

VIII. Transcendence requires-A person is driven by ideals that transcend the personal self (e.g. spiritual experiences and some encounters with nature, artistic encounters, sexual experiences, service to others, the pursuit of knowledge, religious faith, etc.)

Chaur-luh (2014), supporting the view of Locke (1975), argued that Abraham Maslow's theory is not practicable in the workplace. He stressed that the theory arraigned man needs in hierarchy order of physiological, safety and security, social, esteem and, self-actualisation, but in practical life, man need do not follow hierarchy order. Chaur-luh, like Locke, believes that an individual need can move from physiological to social need without necessarily care about safety and security need.

2.2.2 Alderfer ERG theory (1969)

The ERG Theory is the extension of Maslow of the hierarchy of need, wherein the five needs of the Maslow are compressed into three categories of existence, relatedness and, growth need. The ERG theory of Alderfer classified the needs of an individual is a leader in such a way that need can move from bottom to top or from top to bottom of the need leader. This theory believed that even where the physiological needs have been met, and the individual still wants to maintain it in pursuing the next need.

The three (3) need of man, according to the Alderfer ERG theory, are existence, Relatedness and, Growth. The existence need is the need for essential requirements of life. They include Abraham Maslow’s physiology and safety need. The relatedness is the need to preserve meaningful interpersonal relationships. This is what Abraham Maslow referred to as social
need. Finally, the growth need is the need for personal development. This is what Abraham Maslow referred to as esteem and, self-actualisation needs.

2.2.3 McClelland Theory (1962)

McClelland theory described three needs from Maslow's hierarchy of needs. He referred to those needs as motivators which he believed all humans possess. The three (3) motivators, according to the theory, are the need for accomplishment, a need for association and, a need for power. According to the theory, we are not born with these motivators but learn them as we move through life, and regardless of our religion, cultural, racial, or social context. Aysen (2018) stressed that these three motivators will drive us, with one of them being the dominant force. What's going to be a person's dominant motivating driver depends on one’s life experiences.

McClelland theory maintains that physiological or basic needs are common to all everyone, but ones need at a particular time differ to others. unlike Maslow, McClelland describes a change from the requirement to the requirement of man.

Fig 1.1: Theories

2.2.4 Herzberg two factor theory (1968)
Herzberg two factor theory identifies two key factors affecting employee satisfaction including motivator and, hygiene factors.

I. Motivators: Motivators are the internal characteristics inherent in the jobs of an employee and the employee’s growth, confidence and, stability. These motivators (factors) are what the theory also referred to as factors responsible for job satisfaction.

II. Hygiene factors: Hygiene factors are job security, emolument, working conditions etc which may not affect job satisfaction but may lead to worker dissatisfaction if they are not sufficiently provided for. These hygiene factors are what the theory also referred to as factors responsible for job dissatisfaction.

2.3 Theoretical Framework

The theoretical framework for the study was carefully derived to provide an effective guild for the study, in other to achieve the study set objective. The Herzberg two factor theory was considered because it provided an answer to liken pertinent questions of this present study. As such, modelling the Herzberg two factor theory would assist the study to arrive at its set objective.

What do people want out of their job? Do they just want a higher salary? They just want job security, good co-worker relations, incentives for growth and advancement or something else or altogether? In the 1950s and 60s, Fredrick Herzberg, in formulating Herzberg theory, posed the same questions as a means to understand employee satisfaction. He set out to determine the effect of attitude on motivation by asking people about their jobs, to describe situations where they felt really good and really bad. What he found was that people who felt good about their jobs responded very differently from people who felt bad.

The Herzberg theory postulated that certain characteristics of a job are responsible for job satisfaction while different certain characteristics or factors of a job are also responsible for job
dissatisfaction. Gholam (2016) listed Herzberg’s characteristics of a job that are responsible for job satisfaction and those responsible for job dissatisfaction as follows:

**Fig 1.2: Job satisfaction and dissatisfaction factors**

<table>
<thead>
<tr>
<th>Job Satisfaction Factors (Motivators)</th>
<th>Job Dissatisfaction Factors (Hygiene)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Achievement</td>
<td>• Organisation policy</td>
</tr>
<tr>
<td>• Recognition</td>
<td>• Supervision</td>
</tr>
<tr>
<td>• The work itself</td>
<td>• Relationship with manager and co-worker</td>
</tr>
<tr>
<td>• Responsibility</td>
<td>• Working condition</td>
</tr>
<tr>
<td>• Advancement</td>
<td>• Salary</td>
</tr>
<tr>
<td>• Growth</td>
<td>• Status</td>
</tr>
<tr>
<td></td>
<td>• Security</td>
</tr>
</tbody>
</table>

Job satisfaction and dissatisfaction factors, according to the theory, are not opposite. As such, providing a solution for job dissatisfaction factors does not guarantee job satisfaction neither do keeping the factors responsible for job satisfaction guarantee no job dissatisfaction (Lyon and Ivancevich (2000). For example, giving an employee promotion under a perceived hostile organisational climate cannot give job satisfaction. Eliminating job dissatisfaction factor may actually create peace at the workplace but not work satisfaction.

Form the Herzberg theory, for any factor, such as organisational climate in this study to be seen to have an impact on job satisfaction, it needs not to help in keeping to the factors responsible for job satisfaction but also to address factors responsible for job dissatisfaction. As such, policies and procedures, organisational values, workplace environment and, organisational structure (the considered variables of organisational climate for the study) are weighed against not only motivators but also Hygiene factors as shown in fig 3.
Fig 1.3: Conceptual framework showing relationship between organisational climate and job satisfaction

Source: Adopted (and modified) from Patterson et al (2005)

2.4 Empirical Review

Several research efforts have gone into understanding the relationship between organisational climate and job satisfaction. However, organisational climate is wide with so many variables to consider as such various research was dedicated to one or more variables and the others. This present study attempt to examined these previous work base on the 4 variables of organisational climates (policies and procedures, organisational values, workplace environment and, organisational structure) of the study as follows:
2.4.1 Policies and Procedures and Job Satisfaction

In a study carried out by Onukwube (2012) titled “Correlates of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria.”, it was discovered that organisation policy and procedure play a vital role in job satisfaction. The study concluded that job satisfaction can be defined as when an employee feels comfortable with organization policies and procedure. The study further emphasizes that job satisfaction and organisational policies are linked and can be verified in terms of working hours, pay scale, job security, fringe benefits, and allowances. The study recommends that organisation policy and procedure should receive adequate attention from management because it influences job satisfaction and ultimate outcomes of the organization performance.

In another related study carried out by Karatepe and Vatankhah (2015) titled “High-performance work practices, career satisfaction, and service recovery performance: a study of flight attendants”, it was recommended that the policies and procedure set by an organization, through which employee accomplish all the task assigned by the manager should ensure good rating so that it ultimately influences the goal and, the employee get rewarded accordingly. The study made the recommendation after finding that almost all the policy and procedure’s variables of airway ways companies tested have a positive correlation with job satisfaction of flight attendants. The study concluded that policies and procedures not only assigns and divide the task between employes but, also identify the gap in employee performance. However, Karatepe and Vatankhah (2015) further revealed that from the literature review conducted, it was evident that service company faces more performance management challenge than a manufacturing company because it is difficult in the service company to control constant policy and procedure which are almost certain in manufacturing company but uncertain in a service company.
However, in a study by Gazioglu, and Tansel (2016) titled “Job Satisfaction in Britain: Individual and Job-Related Factors.”, the author could not establish a significant relationship between policies (and procedures) and job satisfaction. Gazioglu and Tansel concluded that employees’ job satisfaction depends on other factors such as a sense of achievement, job security, good relationship, and work-life balance.

2.4.2 Organisational Values and Job Satisfaction

In a study conducted by Jiang and Klein (2000) titled “Supervisor support and career anchor impact on career satisfaction of the entry-level information system”, the authors make a case that organisational culture and value enhance job satisfaction and reduce employee turnover in an organisation. From the data gathered, the study demonstrated that organisational value plays an important role in attaining employee satisfaction and high employee retention rate.

More also, Johnson (2004), in his study titled “Job satisfaction, organisational culture and Training” submitted that certain elements of the organisational culture, such as value, are not absolutely connected with the job satisfaction. Citing the work of MacIntosh and Doherty (2005), Johnson concluded that multidimensionality of organizational culture is reliably suggested that particular elements of organisational culture are more significant and important to job satisfaction than others. The study traced some elements of culture such as norms and language to have an impact on job satisfaction but value showed no impact. The study concluded, among others, that while organisational culture, overall, has an impact on job satisfaction, it not every element of it that need to be taken seriously by the management. The study also recommended, among others, that management should invest in only the important elements of culture to create job satisfaction and discourage high employee turnover.

In a similar study titled “Increasing job satisfaction, quality care, and coordination in-home health” by Navaie-Waliser (2014), the satisfaction of the employees was found to be influenced by the values of an organisation. The study concluded, in agreement with McHugh et al. (1993),
that “weak” and “worse* culture value of an organization will negatively affect job satisfaction and consequently, reduce employee productivity. The study further stressed that all the factors tested showed a correlation with the noticed changes in efficiency, performance, and job satisfaction. Aligning itself with the work of Hansen et al. (1989), the study recommends periodic orientation and re-orientation because conducting employee towards their manners of thoughts, either deliberately or otherwise, affects the value of the organisation.

### 2.4.3 Workplace environment and Job Satisfaction

Jain and Kaur (2014) in one of their studies titled “Impact of Workplace environment on Job Satisfaction”, found that over time, workload, stress, boredom and, fatigue are some of the elements of workplace environment responsible for the increase in job dissatisfaction. In another way, refreshment, health and safety facility, recreation, fun at the workplace and, good working condition are some of the elements of a workplace environment that increase job satisfaction. However, the primary aim of the study was to determine the impact of workplace environment on job satisfaction of Domino’s Pizza’s employees in Jaipur city but the outcome and recommendations of the study became a reference to all fast food companies in the city and beyond. The study concluded that preserving the workplace environment would result in employee job satisfaction, better organisation productivity and, improve the country economy.

In a similar study by Raziq and Maulabakhsha (2015) also titled “Impact of Working Environment on Job Satisfaction”, the outcome showed a positive correlation between workplace environment and job satisfaction. The major aim of the study was to investigate the impact of the working environment on employee job satisfaction in manufacturing companies. From the findings, the study concluded that business organisations need to come in term with the importance of a good working environment to maximize the benefit of job satisfaction of its workforce. The study recommends that business organisations should encourage employees
to contribute more to their jobs by helping them in achieving personal growth and development and, attainment of job satisfaction.

Abgozo et al (2017) also carried out research titled “The Effect of Workplace environment on Job Satisfaction: Evidence from the Banking Sector in Ghana”. The primary aim of the study was to analyse how the working environment impact on job satisfaction using a merchant bank in Ghana as a reference. The study found that in overall, the workplace environment has a fair effect on job satisfaction in Ghana banks. The overall result was considered “fair” because some of the elements of the workplace environment tested returned negative and some showed no impact at all. However, the majority of the elements show a significant positive correlation with job satisfaction but were not enough to give a significant correlation in the overall result. The study recommended, among others, that the management of Ghana banks should be considered keeping the workplace casual fun than be too formal.

2.4.4 Organisational Structure and Job Satisfaction

Andrew and Worall (2001) examined the relationship between organizational structure and job satisfaction in nine social service departments in the UK in a study titled “Job Satisfaction and Organizational Structure: A Comparative Study of Nine Social Service Departments”. The authors conducted an unstructured interview on 603 sampled respondents from 9 UK business organisations. The study found a significant positive relationship between organisation structure and job satisfaction. The study, therefore, concluded that the best predictors of an organisation structure are dimensions of formalization and centralization which related directly and at a significant level with job satisfaction. The study recommends that more attention given to soft elements organisation structure. They further explain that much attention has been given to the hard element of organisation structure, such as erecting an excellent building and superb furniture, but soft structure such as how employee relationship has enjoyed only a few attention.
In another study conducted by Willem et.al (2007) titled “Impact of organizational structure on nurses’ job satisfaction: A questionnaire survey”, the relationship between organisational structure and job satisfaction was further established. The study sourced primary data, using a questionnaire, from a sample of 764 nurses across 3 general hospitals in Belgian. The study found a positive relationship between some organisation structure elements (specialisation and, formalisation) and job satisfaction in the 3 general hospitals examined. On the other hand, centralisation, one of three elements of organisation structure tested shown a negative relationship with job satisfaction. The study concluded that delegation of duty, promotion, and timely payment of benefits give job satisfaction. The study recommended, among others, that head of departments should promote delegation of duty in their various department while retaining the responsibility for the duty. The study also recommends for decentralization, because centralisation was found to discourage creativity and, consequently, job satisfaction.

Lastly, in a study conducted by Chang and Lee (2007), titled “A study on the relationship among leadership, organizational culture, the operation of learning organization and employee's job satisfaction”, the study found a positive relationship between organisation structure and job satisfaction. The primary objective of the study was to examine the relationship between organisational culture and job satisfaction but the study latter found that organisational structure has an effect on the organisational culture and job satisfaction. The study concluded that organisation structure, like organisational culture impact on job satisfaction. The study recommends, among others, that organisation should pay attention to the organisational structure while working on organisational culture in other to achieve maximum job satisfaction for its workforce.

2.5 Existing Gaps for the Study

Most studies that investigate the relationship between organisational climate and job satisfaction had focused only on one element of organisational climate or the others. As such,
to get the understanding of the impact of organisational climate on job satisfaction means to read various studies on various elements of organisational climate. This present study attempts to fill this gap by investigating the impact of various elements of organisational climate on job satisfaction.

More also, many studies on the relationship between organisational climate and job satisfaction are foreign, and the few done in Nigeria are aged. Therefore, this present study is an attempt not only to look at the relationship between organisational climate and job satisfaction from the Nigerian perspective but, also an attempt to reflect the current happening in the available literature on the relationship between organisational climate and job satisfaction.
CHAPTER THREE

METHODOLOGY

The method adopted in carrying out this study is treated in this chapter. The research design, the population of the study, sample size, sources and type of data, the method used in analysing sourced data, etc are all contained in this chapter.

3.1 Research Design

The study adopts a survey method to enable it to gather the required information from people who have first-hand information on the subject matter in British American Tobacco, Abuja. According to Osaro (2015), the choice of survey method becomes necessary when a researcher cannot obtain the required information from a secondary source.

There is no available record that clearly gives data on organisational climate of British American Tobacco Abuja and the level of job satisfaction of its staff. Besides the organisational climate and job satisfaction in British American Tobacco Abuja, the study is also interested in the demographics and economic characteristics of British American Tobacco Abuja employees because as opined by Sudhakar (2019), the behaviour of an individual is more important in assessing the overall organisational climate. So also, According to Aysen (2018), employee attitude is a function of personality traits as well as the environment in which they operate and job satisfaction is also an individual perception.

As such, the perception of the individual in British American Tobacco Abuja on what constitutes organisational climate and job satisfaction is important and no other method can better generate that for this study than the survey method.
3.2 Sources of Data

To test the formulated hypothesis, primary data were sourced through the administration of a structured questionnaire on the employees of British American Tobacco Abuja. The questionnaire was administered online using Google form (https://gsuite.google.com/), in other to maintain social distance as contained in COVID-19 guideline. More also, to enable the questionnaire to reach all the target sample as most of the staff now work from home in other to abide by the social distance guideline.

More also, the secondary source was consulted for literature review and conceptualisation of major concepts. The secondary sources are textbooks, journals, websites, etc.

3.3 Method for Data Collection

The study administered a five-Likert (strongly agree – strongly disagree) structure questionnaire on the British American Tobacco Abuja employees using online Google form. The questionnaire was designed and divided into sections to cover all the area of interest of the study. Section A covered the demographic of the respondents, Section B: Organisational climate and section C: Job satisfaction.

3.4 Population of the Study

The targeted population of this study are the total numbers of 85 employees of British American Tobacco Abuja, 17th Street, Kaura, Abuja cutting across all the departments of the company.

3.5 Sample technique

It is difficult, if not impossible, to study a whole population of a study as such drawing population become necessary (Osaro, 2015). Besides the infinite nature of some population, the cost and time involved in studying a whole population are high even where the population
is finite such as this. As such, the study used Taro Yamani sample size formula to determine the sample size of the study as follow:

\[
S = \frac{N}{1+N(e)^2}
\]

Where:
- \(S\) = Sample Size
- \(N\) = Population of the study
- \(e\) = Significant Level

Therefore:

\[
S = \frac{85}{1+85(0.05)^2}
\]

\[
S = \frac{85}{1.2125}
\]

Sample Size = 70

3.6 Sample size

The study used a random sampling technique to select 70 out of the 85 employees of British American Tobacco, 17th Street, Kaura, Abuja as the sample of the study. Random sample technique was used in other to ensure that the researcher does not interfere with the data collection process. More also, the random sample technique is cost-effective and less time consuming and, allow only those who have an interest in the survey to participate.
Specifically, the emails and WhatsApp contacts of the employees were sourced through the company and consent message was sent to all the staff seeking their cooperation and participation, and also asked for a reply. The sending of the consent message and demand for a reply before the administration of questionnaire was to ensure that it is only those of employees who are online and who are willing to participate make the 70-sample in other to minimise respondent error.

3.7 Method of Data Analyses

The data sourced, from the administration of the questionnaire, were analysed using regression model statistical tools (with aids of SPSS 23). The choice of regression was informed because it enables the establishment of the relationship between two or more variables. The study intends to find out the influence of the organisational climate (independent variables) on job satisfaction (dependent variable) as such, regression is the most appropriate tool to deploy in other to achieve such aim.

3.8 Study Variables and Measurement

The study variables can be broadly highlighted to be organisational climate and job satisfaction. While the organisational climate is the independent variable, job satisfaction is the dependent variable of the study. These two broadly variables are further breakdown for better measurement as follows:

1 Independent Variable

a. Policies and Procedures: Policy and procedure is a declaration which underpins how human resource issues will be dealt with within in British American Tobacco Abuja. This reflects the organisation’s principles and the organisation ’s standards of employee attitudes. Policy and procedure help managers control workers more effectively by clearly identifying appropriate and inappropriate workplace behaviour, and spelling out the consequences of non-compliance.
Policy and procedure deal with issues such as equal opportunity, attendance and time-off policies, drug abuse policies, workplace protection policies, etc.

b. Organisational Values: value is a type of beliefs in British American Tobacco Abuja that are centrally located in the framework of beliefs of individuals and reflect the attitudes of individuals towards how someone should act or not. Organizational values of British American Tobacco Abuja, like any other, are the determines behavioural expectations, behavioural types, decision-making methods, and styles of communication in the organisation.

c. Workplace environment: British American Tobacco Abuja working environment is an atmosphere of the social characteristics and the physical conditions under which an employee carry out his/her duty. As such factors as feelings of wellness, relationships in the workplace, cooperation, productivity, appreciation for good performance, an incentive and, involvement in the decision-making process are considered.

d. Organisational Structure: The organisational structure is composed of elements and, relations between those elements in British American Tobacco Abuja. This is the framework that describes how certain tasks are oriented toward achieving the organisation's objectives. These are three-dimensional to organisation structure which is a hierarchy, functional and, inclusion.

II. Dependent Variable

The dependent variable of the study is the Job satisfaction of British American Tobacco Abuja’s employees. Job satisfaction is the orientation of the emotions that workers possess towards the position they play at British American Tobacco Abuja. as such factor as loyalty to British American Tobacco Abuja, productivity, co-worker relations, level of satisfaction on incentives for growth and advancement etc were focused
3.9 Validity and Reliability of the research instrument

Cronbach Alpha model was used to conduct a validity test on the questionnaire administered. The model was used weight the level consistency in the sourced data in other to be sure if the same outcome could be achieved when the same process is repeated by another researcher. The overall validity and reliability, as shown in the result using George and Mallery (2003) Cronbach interpretation model, was good. It also indicates high assurance that the same result can obtain another time using the same process.

3.10 Limitation of the Study

The major challenge was to get the British American Tobacco Abuja to release the email and WhatsApp contact of its employees for the researcher. With the current COVID-19 where most of the employees are not physically present at the workplace, meeting the employees at the workplace for the administration of the hardcopy questionnaire was a big challenge. The adaptation of online administration of questionnaire in other to overcome the challenge also comes with the need to get the contact of the employees. The management of British American Tobacco Abuja was very concern on the security of their staff as such they demand all assurance before their contact was released.

Another challenge of the study was to get the employees to respond. With the present COVID-19 pandemic, the researcher could not physically meet the respondents in other for them to take the responsibility seriously. Some were sceptical on the safety of providing information online to a researcher they have never physically met.
CHAPTER FOUR
DATA ANALYSIS, FINDING AND DISCUSSION

The data obtained from the online administration of questionnaire on the employee of British American Tobacco, Abuja, are presented for analysis and drawing of conclusions.

The target sample size of respond was 70, but 50 representing 71.42% of the target responses were gotten.

4.1 Data Presentation

SECTION A: Demographic Data

Fig 4.1: Out of the 50 respondents, 23 representing 46% of the respondents are female and 27 representing 54% of the respondents are male.

Fig 4.2: Out of the 50 respondents, 17 representing 34% of the respondents are between 18-25, 18(36%) are between 26-39 years of age, 9(18%) are 40-55 years of age and 6(12%) are 56 years and above.

Fig 4.3: Out of the 50 respondents, 25 representing 50% of the respondents are Degree/HND holder, 20 (40%) hold Masters, 2 (4%) hold SSCE, 2(4%) hold primary cert and, 1 representing 2% holds no certificate.
**SECTION B: Assessing Organisational Climate**

**Figure 4.4**

Out of the 50 respondents, 12 representing 24% of the respondents have worked with the organisation within 0-1 year, 10 (20%) 1-2 years, 7 (14%) and, 21 representing 42% have worked in the organisation for 3 years and above.

**Figure 4.5**

Out of the 50 respondents, 9 representing 18% of the respondents have work in finance and account department of the organisation, 15 (30%) HR, 11(22%) Marketing, 6 (12%) Technical and, 7 representing 18% worked in other departments of the organisation.

**Figure 4.6**

Out of the 50 respondents, 12 representing 12% of the respondents agreed that the organisation policy and procedure do not jeopardise the health and safety of worker in COVID-19 era, 27 (54%) simply disagreed, 3 (6%) strongly disagreed, and 8 representing 14% of the respondents remained neutral.

**Figure 4.7**

Out of the 50 respondents, 1 representing 2% of the respondents strongly agreed that the workplace policy and procedure can resolve any challenges in the organisation, 38 (76%) simply agreed, 2 (4%) strongly disagreed, 2 (4%) simply disagreed and 7 representing 14% of the respondents remained neutral.
Out of the 50 respondents, 5 representing 10% of the respondents strongly agreed that the policy of the organisation guarantee equal opportunity to all employees, 32 (64%) simply agreed, 4 (8%) strongly disagreed, 4 (8%) simply disagreed and 5 representing 10% of the respondents remained neutral.

Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that the policy and procedure for reporting challenges is satisfactory, 39 (78%) simply agreed, 2 (4%) strongly disagreed, 3 (6%) simply disagreed and 4 representing 8% of the respondents remained neutral.

Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that attendance and time off policy is adequate under the new working arrangement in COVID-19 era., 40 (80%) simply agreed, 1 (2%) strongly disagreed, 5 (10%) simply disagreed and 2 representing 4% of the respondents remained neutral.

Out of the 50 respondents, 5 representing 10% of the respondents simply agreed that no punishment for a failure where the organisational value was pursued, 3 (6%) strongly disagreed, 33 (66%) simply disagree, 8 representing 16% of the respondents remained neutral and, none strongly agreed.
Out of the 50 respondents, 3 representing 6% of the respondents strongly agreed that values of the organisation attract, develop, engage, and retain top talent, 32 (64%) simply agreed, 2 (4%) strongly disagreed, 7 (14%) simply disagree and 6 representing 12% of the respondents remained neutral.

Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that survival of the organisation in COVID-19 is more important to me than their salary and bonus, 37 (74%) simply agreed, 1 (2%) strongly disagreed, 2 (4%) simply disagree and 8 representing 16% of the respondents remained neutral.

Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that Success and failure are shared by all the members of the organisation, 32 (64%) simply agreed, 5 (10%) strongly disagreed, 6 (12%) simply disagree and 3 representing 6% of the respondents remained neutral.

Out of the 50 respondents, 21 representing 42% of the respondents strongly agreed that the organisation respect all religious belief and ethnic differences, 24 (48%) simply agreed, 1 (2%) strongly disagreed, 3 (6%) simply disagree and 2 representing 4% of the respondents remained neutral.

Figure 4.7: The values of the organisation attract, develop, engage, and retain top talent

Source: Survey, August 2020

Figure 4.6: The survival of the organisation in COVID-19 is more important to me than my salary and bonus

Source: Survey, August 2020

Figure 4.5: Success and failure are shared by all the members of the organisation

Source: Survey, August 2020

Figure 4.4: The organisation respect all religious belief and ethnic differences

Source: Survey, August 2020
Fig 4.16: Out of the 50 respondents, 9 representing 18% of the respondents strongly agreed that the organisation workplace is kept clean and conducive all time, 29 (58%) simply agreed, 7 (14%) strongly disagreed, 1 (2%) simply disagree and, 3 representing 6% of the respondents remained neutral.

Fig 4.17: Out of the 50 respondents, 7 representing 14% of the respondents strongly agreed that the Hand sanitisers and other materials, as mandated by NCDC in COVID-19, are provided by the organisation to the staff, 34 (68%) simply agreed, 12 (6%) strongly disagreed, 1 (2%) simply disagree and, 4 representing 8% of the respondents remained neutral.

Fig 4.18: Out of the 50 respondents, 6 representing 12% of the respondents strongly agreed that the organisation do provide adequate and recommended safety equipment to the employees, 35 (70%) simply agreed, 4 (8%) strongly disagreed, 1 (2%) simply disagree and, 3 representing 6% of the respondents remained neutral.

Fig 4.19: Out of the 50 respondents, 3 representing 6% of the respondents strongly agreed that the organisation operates in a socially responsible manner, 38 (76%) simply agreed, 5 (10%) strongly disagreed, 1 (2%) simply disagree and, 3 representing 6% of the respondents remained neutral.
Fig 4.20: Out of the 50 respondents, 5 representing 10% of the respondents strongly agreed that the Safe work environment receives good attention from the management, 27 (54%) simply agreed, 5 (10%) strongly disagreed, 13 representing 26% of the respondents remained neutral and none simply disagreed.

Fig 4.21: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that the organisation is largely decentralised, 10 (20%) simply agreed, 1 (2%) strongly disagreed, 20 (40%) simply disagreed and, 15 representing 30% of the respondents remained neutral.

Fig 4.22: Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that delegation of duty is encouraged in COVID-19 era, 32 (64%) simply agreed, 5 (10%) strongly disagreed, 6 (12%) simply disagreed and, 5 representing 10% of the respondents remained neutral.

Fig 4.23: Out of the 50 respondents, 10 representing 20% of the respondents strongly agreed that offices and departments are well linked for easy access by the staff, 27 (54%) simply agreed, 4 (8%) strongly disagreed, 5 (10%) simply disagreed and, 4 representing 8% of the respondents remained neutral.
### SECTION C: Assessing Job Satisfaction

**Figure 4.24**: Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that input of employees is sought in making an important decision, 17 (34%) simply agreed, 2 (4%) strongly disagreed, 3 (6%) simply disagreed and, 26 representing 52% of the respondents remained neutral.

**Figure 4.25**: Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that the top management operate an open-door policy, 30 (60%) simply agreed, 3 (6%) strongly disagreed, 5 (10%) simply disagreed and, 10 representing 20% of the respondents remained neutral.

**Figure 4.26**: Out of the 50 respondents, 1 representing 2% of the respondents strongly agreed that the organisation does assist him/her in achieving my personal life goal, 20 (40%) simply agreed, 7 (14%) strongly disagreed, 20 (40%) simply disagreed and, 2 representing 4% of the respondents remained neutral.

**Figure 4.27**: Out of the 50 respondents, 1 representing 2% of the respondents strongly agreed that his/her contribution is recognized and acknowledged by the organisation, 16 (32%) simply agreed, 7 (14%) strongly disagreed, 21 (42%) simply disagreed and, 5 representing 10% of the respondents remained neutral.
Fig 4.28: Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that the nature of his/her job is satisfactory to him/her, 29 (58%) simply agreed, 7 (14%) strongly disagreed, 8 (16%) simply disagreed and, 4 representing 8% of the respondents remained neutral.

Fig 4.29: Out of the 50 respondents, 3 representing 6% of the respondents strongly agreed that he/she is allowed to assume responsibility for the task given, 8 (16%) simply agreed, 27 (54%) strongly disagreed, 10 (20%) simply disagreed and, 2 representing 4% of the respondents remained neutral.

Fig 4.30: Out of the 50 respondents, 3 representing 6% of the respondents strongly agreed that the organisation promotes his/her skill advancement, 38 (76%) simply agreed, 3 (6%) strongly disagreed, 4 (8%) simply disagreed and, 2 representing 4% of the respondents remained neutral.

Fig 4.31: Out of the 50 respondents, 2 representing 4% of the respondents strongly agreed that the organisation promotes his/her growth on the job, 36 (72%) simply agreed, 1 (2%) strongly disagreed, 7 (14%) simply disagreed and, 4 representing 8% of the respondents remained neutral.
Fig 4.32: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that the organisation policy is friendly, 36 (72%) simply agreed, 4 (8%) strongly disagreed, 2 (4%) simply disagreed and, 2 representing 4% of the respondents remained neutral.

Fig 4.33: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that supervision is not strict and there is trust on them to deliver, 17 (34%) simply agreed, 2 (4%) strongly disagreed, 2 (4%) simply disagreed and, 25 representing 50% of the respondents remained neutral.

Fig 4.34: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that their relationship with manager and co-worker is cordial, 36 (76%) simply agreed, 3 (6%) strongly disagreed, 4 (8%) simply disagreed and, 1 representing 2% of the respondents remained neutral.

Fig 4.35: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that the working condition is not harsh, 35 (70%) simply agreed, 3 (6%) strongly disagreed, 4 (8%) simply disagreed and, 4 representing 8% of the respondents remained neutral.
Fig 4.36: Out of the 50 respondents, 4 representing 8% of the respondents strongly agreed that they are satisfied with their salary and bonuses, 32 (64%) simply agreed, 2 (4%) strongly disagreed, 8 (16%) simply disagreed and, 4 representing 8% of the respondents remained neutral.

Fig 4.37: Out of the 50 respondents, 6 representing 12% of the respondents strongly agreed that they are accorded expected respect and status, 23 (46%) simply agreed, 2 (4%) strongly disagreed, 1 (2%) simply disagreed and, 18 representing 36% of the respondents remained neutral.

Fig 4.38: Out of the 50 respondents, 7 representing 14% of the respondents strongly agreed that their job security is a guarantee in the organisation, 35 (70%) simply agreed, 3 (6%) strongly disagreed, 2 (4%) simply disagreed and, 1 representing 2% of the respondents remained neutral.

4.2 Test of Hypothesis

4.2.1 Hypothesis one

H₁: There is positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja.

H₀₁: There is no positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja.
Table 4.1: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
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a. Predictors: (Constant), Policies & Procedures

Table 4.2: Coefficients

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<th>Model</th>
<th>Unstandardized Coefficients</th>
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<td>Policies &amp; Procedures</td>
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<td>.131</td>
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a. Dependent Variable: Job Satisfaction

Table 4.1 (Model Summary) the R2 is 21% (0.021) indicates that 24% OF Job satisfaction can be traced to policies & procedures and the remained 79% to factors other than policies & procedures.

In table 4.2, the B coefficient indicates the changes in job satisfaction of employees of British American Tobacco (Abuja) in every single change in policies & procedures. Policies & procedures have -0.134 coefficient indicating that policies & procedures have a negative relationship with Job satisfaction. Mathematically, it indicates that for every single increase in policies & procedures, the job satisfaction of employees of British American Tobacco decreases by 0.134. However, using the thumb rule, this negative correlation is considered insignificant because the P-value (0.310) is greater than 0.05 (0.310 >0.05).

Therefore, the study rejects the alternative hypothesis which stated that “There is positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja” and accepts the null hypothesis which stated that “There is no positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja”.

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4.2.2 Hypothesis Two

**H₂**: There is positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja.

**H₀₂**: There is no positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja.

<table>
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<tr>
<th>Model</th>
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<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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*a. Predictors: (Constant), Organizational Values*

<table>
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<th>Model</th>
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</table>

*a. Dependent Variable: Job Satisfaction*

Table 4.3 (Model Summary) the R² is 43.9% (0.439) indicates that 43.9% of Job satisfaction can be traced to organizational values and the remaining 56.1% to factors other than organizational value.

In table 4.4, the B coefficient indicates the changes in job satisfaction of employees of British American Tobacco (Abuja) in every single change in organizational values. Organizational value has 0.604 coefficient indicating that organizational value has a positive relationship with Job satisfaction. Mathematically, it indicates that for every increase in organizational values, the job satisfaction of employees of British American Tobacco also increases by 0.604. and this positive correlation, using the thumb rule, is considered significant because the P-value (0.000) is less than 0.05 (0.00 < 0.05).
Therefore, the study rejects the null hypothesis which stated that “There is no positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja.” and accept the alternative hypothesis which stated that “There is a positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja.”

**4.2.3 Hypothesis Three**

**H3:** There is no positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja.

**H03:** There is no positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja.

<table>
<thead>
<tr>
<th>Model</th>
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<th>Adjusted R Square</th>
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a. Predictors: (Constant), Workplace Environment

<table>
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<th>Standardized Coefficients</th>
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</thead>
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<td>Workplace Environment</td>
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a. Dependent Variable: Job Satisfaction

Table 4.5 (Model Summary) the R2 is 18.8% (0.188) indicates that 18.8% of Job satisfaction can be traced to the workplace environment and the remaining 81.2% to factors other than workplace environment.

In table 4.6, the B coefficient indicates the changes in job satisfaction of employees of British American Tobacco (Abuja) in every single change in the workplace environment. The workplace environment has 0.402 coefficient indicating that the workplace environment has a
positive relationship with Job satisfaction. Mathematically, it indicates that for every increase on the workplace environment, the job satisfaction of employees of British American Tobacco also increases by 0.402 and this positive correlation, using the thumb rule, is considered significant because the P-value (0.002) is less than 0.05 (0.002 < 0.05).

Therefore, the study rejects the null hypothesis which stated that “There is no positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja.” and accept the alternative hypothesis which stated that “There is a positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja.”

4.2.3 Hypothesis Four

H4: There is positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja.

H04: There is no positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja.

<table>
<thead>
<tr>
<th>Model</th>
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<th>Adjusted R Square</th>
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a. Predictors: (Constant), Organisation Structure

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<th>Model</th>
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</table>

a. Dependent Variable: Job Satisfaction

Table 4.7 (Model Summary) the R2 is 14.5% (0.145) indicates that 14.5% of Job satisfaction can be trace to organisation structure and the remaining 85.5% to factors other than
organizational structure. In table 4.8, the B coefficient indicates the changes in job satisfaction of employees of British American Tobacco (Abuja) in every single change in the organisation structure. Organisation structure has -0.381 coefficient indicating that organisation structure has a negative relationship with job satisfaction. Mathematically, it indicates that for every single increase on organisation structure, the job satisfaction of employees of British American Tobacco also decreases by 0.381 and this negative correlation, using the thumb rule, is considered significant because the P-value (0.006) is less than 0.05 (0.006 < 0.05).

Therefore, the study rejects the alternative hypothesis which stated that “There is a positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja.” and accept the null hypothesis which stated that “There is no positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja.”

4.3 Discussion of Findings

4.3.1 Job Satisfaction and Policies & Procedures

The study found a negative but insignificant relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja. This shows that policies & procedures have an impact as a job dissatisfaction factors, as suggested by Herzberg two factor theory, in British American Tobacco, Abuja. The formulation or amendment of policy and procedure in British American Tobacco needs to be taken with all care because it has a direct link to the employees’ as a dissatisfaction factor which can, in turn, affect productivity. In nutshell, the more policies & procedures are tightening the more dissatisfied employee of British American Tobacco, Abuja becomes. Jobs satisfaction factors, such as working condition, supervision etc were of great concern in British American Tobacco, Abuja. However, this impact of policies and procedures was considered statistically insignificant but cannot be a wave away in decision making.
This finding is in affirmation with the finding of Onukwube (2012). In Onukwube study titled “Correlates of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria.”, the author discovered that organisation policy and procedure play a vital role in job satisfaction. He further emphasizes that job satisfaction and organisational policies are linked and can be verified in terms of working hours, pay scale, job security, fringe benefits, and allowances. So also, Gazioglu, and Tansel (2016) in their study titled “Job Satisfaction in Britain: Individual and Job-Related Factors.”, the author could not establish a significant relationship between policies (and procedures) and job satisfaction despite finding a negative relationship. The authors concluded that employees’ job satisfaction depends on factors other than procedures and policies.

However, this finding contrasts the finding of a study by Karatepe and Vatankhah (2015). Karatepe and Vatankhah found a positive relationship between policies & procedures and the author concluded that policies and procedure set by an organization are an essential platform through which employee accomplish all the task assigned by the manager and should ensure good rating so that it ultimately influences the goal and, the employee get rewarded accordingly.

### 4.3.2 Job Satisfaction and Organisational Values

The study found a positive and significant relationship between organisational values and job satisfaction in British American Tobacco, Abuja. This implies that the more British American Tobacco, Abuja holds its values more the organisation’s employees derived satisfaction from their job. Deviation from the organisational value could create job dissatisfaction to the employees. It’s clear, from the level of significance at which the relationship was found, that to create job satisfaction in British American Tobacco is for the organisation to accept employee’s failure as long as he/she upholds the organisation value in discharge such task that brought the failure.
This finding and assertion is in accordance with the position of Navaie-Waliser (2014). According to Navaie-Waliser (2014), the satisfaction of the employees was found to be influenced by the values of an organisation. The study author, in agreement with McHugh et al. (1993), said that “weak” and “worse* culture value of an organization will negatively affect job satisfaction and consequently, reduce employee productivity.

More also, according to Kingsley et al. (2018), the same is true for every organisation because any human society has its own value system and not upholding it could mar job satisfaction and productivity. They further opined that we face a question, whether organisational principles are something that arises from an entity or is merely passed by its workers from an individual level to the organisational level.

4.3.3 Job Satisfaction and Workplace Environment

The study also found a positive and significant relationship between workplace environment and job satisfaction in British American Tobacco, Abuja. The workplace environment, as one of the important elements of organisation climate, was largely defined in the light of present COVID-19 pandemic era. Employees of British American Tobacco, Abuja general see the element as the dearest factor in the present situation and responses was generally affirmed with a very little diverged opinion. The statistically significant of the relationship found between the workplace environment and job satisfaction shows that the workplace environment is an ultimate element as it has direct health implication, not only in the ordinary cause of work but particularly in COVID-19 era where clean environment and social distance is strongly advised.

This finding is also in accordance with the finding of Jain and Kaur (2014) in one of their studies titled “Impact of Workplace environment on Job Satisfaction”. The authors found that refreshment, health and safety facility, recreation, fun at the workplace and, good working condition are some of the elements of a workplace environment that increase job satisfaction. So also, the outcome of Raziq and Maulabakhsha (2015) study showed a positive correlation
between workplace environment and job satisfaction. The authors drew the conclusion that business organisations need to come in term with the importance of a good working environment to maximize the benefit of job satisfaction of its workforce.

However, Abgozo et al (2017) found that not all elements of the workplace environment have a positive relationship with job satisfaction. The Authors described workplace environment as a “fair” factor in job satisfaction because some of the element they tested returned negative. They, however, recommend, among others, that the management of Ghana banks should consider keeping the workplace casual and fun than be too formal.

4.3.4 Job Satisfaction and Organisation Structure

The study found no positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja. However, this negative relationship was statistically considered insignificant. The no positive or the negative relationship found in the element of organisation climate and job satisfaction indicates that too much emphasis on the formal structure can activate job dissatisfaction factors such as employees considering working condition to be harsh and or not being accorded expected respect and status. The none significant relationship found shows that employees are ordinarily less concern about structure and it is the much emphasis on it that can activate dissatisfaction elements.

This finding agrees with the finding of Willem et.al (2007). The authors found that centralisation, one of three elements of organisation structure tested shown a negative relationship with job satisfaction. They opined that emphasis on centralised structure discourages creativity and, consequently, job satisfaction.

However, Andrew and Worall (2001) and Chang and Lee (2007) found positive a relationship between organisation structure and job performance in their various study. Andrew and Worrall concluded that the best predictors of an organisation structure are dimensions of formalization and centralization which related directly and at a significant level with job satisfaction. Chang
and Lee opined that organisation structure, like organisational culture impact on job satisfaction and recommends, among others, that organisation should pay attention to the organisational structure while working on organisational culture in other to achieve maximum job satisfaction for its workforce.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The central objective of the study was to investigate the impact of organisational climate on employee job satisfaction using British American Tobacco, Abuja as a case. In pursuing the set objective, the study examined the impact of policies and procedures, organizational values, workplace environment and, organisation structure on the Job satisfaction and job dissatisfaction factors, as suggested by the Herzberg two factor theory. In summary, the study found the following:

5.1.1. Job Satisfaction and Policies & Procedures

The study found a negative but insignificant relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja and therefore upheld the null hypothesis which stated that “There is no positive relationship between policies & procedures and job satisfaction in British American Tobacco, Abuja”.

The study found that policies & procedures in British American Tobacco, Abuja falls under job dissatisfaction factors of the Herzberg two factor theory. Factors, such as working condition, supervision occupy a central climate of British American Tobacco as an organisation particularly in COVID-19 era where policies & procedures in the organisation have changed rapidly. However, the impact of policies and procedures as a job dissatisfaction factor could not be found to be statistically significant but it remained one of the central issues in organisation climate in British American Tobacco, judging from the responses where the far
majority of the respondents refused to stay neutral in most of the question posted on policies & procedures.

5.1.2. Job Satisfaction and Organisational Values

The study found a positive and significant relationship between organisational values and job satisfaction in British American Tobacco, Abuja and therefore upheld the alternative hypothesis which stated that “There is a positive relationship between organisational values and job satisfaction in British American Tobacco, Abuja”.

Also, the study found that organisational values in British American Tobacco, Abuja falls under job satisfaction factors of the Herzberg two factor theory. Factors, such as recognition, assigned of responsibility, advancement values also occupy an important position in the climate of British American Tobacco as an organisation particularly in COVID-19 era where values of the organisation are being threatened and the effort of the organisation to survive COVID-19 challenges. In nutshell, the more the British American Tobacco emphasis on her values, the more employees derived satisfaction from their Job. More also, the impact of organisational values as a job satisfaction factor was found to be statistically significant and also a major issue in organisation climate in British American Tobacco, judging from the responses where a far majority of the respondents refused to stay neutral in most of the question posted in on organisational values.

5.1.3. Job Satisfaction and Workplace Environment

The study found a positive and significant relationship between workplace environment and job satisfaction in British American Tobacco, Abuja and therefore upheld the alternative
hypothesis which stated that “There is a positive relationship between workplace environment and job satisfaction in British American Tobacco, Abuja”.

Also, the study found that all most all the variables tested on workplace environment such as Safe workplace environment, hand sanitisers and other materials as mandated by NCDC in COVID-19 era etc were are important issues dear to the heart of the employees in British American Tobacco and they fall under job satisfaction factors of the Herzberg two factor theory.

In nutshell, the more the British American Tobacco emphasis on the workplace environment, the more employees derived satisfaction from their Job. More also, the impact of workplace environment as a job satisfaction factor was found to be statistically significant and also a major issue in organisation climate in British American Tobacco, judging from the responses where a far majority of the respondents refused to stay neutral in most of the question posted in on workplace environment.

5.1.4. Job Satisfaction and Organisation Structure

The study found a negative but insignificant relationship between organisation structure and job satisfaction in British American Tobacco, Abuja and therefore upheld the null hypothesis which stated that “There is no positive relationship between organisation structure and job satisfaction in British American Tobacco, Abuja”.

The study found that organisation structure in British American Tobacco, Abuja falls under job dissatisfaction factors of the Herzberg two factor theory. Factors, such as working condition, salary, relationship with manager and co-worker, supervision, etc occupy a central climate of British American Tobacco as an organisation particularly in COVID-19 era where the structure the organisation has been affected seriously. However, the impact of organisational structure
as a job dissatisfaction factor could not be found to be statistically significant but it remained one of the central issues in organisation climate in British American Tobacco, judging from the responses where a far majority of the respondents refused to stay neutral in most of the question posted on organisation structure.

5.2 Conclusion

The central objective of the study was to investigate the impact of organisational climate on employee job satisfaction using British American Tobacco, Abuja as a case. Data were sourced, using online resources, and analysed with SPSS and the findings on each of the variables compared and contrast with previous related studies to enable the study drawn conclusion. Looking at Job satisfaction from the perception of Herzberg two factor theory, the study tested each of its variables against job satisfaction factors and job dissatisfaction factors. In the end, the study found each of the variables either have a positive impact on job satisfaction or a negative impact on job satisfaction at various significant or insignificant level. More also, the variables were found to either fall under either job satisfaction factor or job dissatisfaction factor.

The study concludes that, in overall, organisational climate is an important element that has an influence on job satisfaction of employees, particularly in British American Tobacco, Abuja. more also, the study concludes that organisational values and workplace environment are positive and significant elements of organisational climate while policies & procedures and organisational structure are negative and insignificant elements of organisational climate.

so also, the positive elements (organisational values and workplace environment) are the job satisfaction factors and the negative factors (policies & procedures and organisational structure) are the job dissatisfaction factors.
Couple with the fact that the positive elements were found significant and the negative elements were found insignificant, the study drew a conclusion that the job satisfaction factors, such as Achievement, Recognition, The work itself, Responsibility, Advancement and, Growth of the employees are the active elements which demand more attention of the manager in manipulating organisational climate to create job satisfaction of workers. On the other hand, job dissatisfaction factors such as Organisation policy, Supervision, Relationship with manager and co-worker, working condition, Salary, Status and, Security of the job of employees are inactive elements which should not take much attention of the manager in manipulating organisational climate to create job satisfaction of workers.

Lastly, the study concluded that the activeness of organisational values and workplace environment and the inactiveness of policies & procedures and organisational structure found in the organisational climate of British American Tobacco, Abuja was influenced by the COVID-19 era because the pandemic swiftly changes the psychology, feels and, the expected organisational climate of employees and what should constitute satisfaction. As observed by James et. al, (2008), organizational climate is the sum of the psychological factors, which are employee perceptions of their workplace environments. So also, according to Lyon & Ivancevich (2000), Job satisfaction is the level at which an employee feels fulfilled or unfulfilled.

5.3 Recommendations

From the findings and the conclusions are drawn, the following recommendations are made. If these recommendations are used, in conjunction with other recommendations from other related studies, it will help the British American Tobacco and other organisations operating in Nigeria to create a climate that will give the employee's job satisfaction.
1. The organisational values of the organisation should be upheld by the management and also encourage all other employees to do same at all times irrespective of the outcome, as long as such outcome will not jeopardize the primary objective of the organisation.

2. The workplace environments are crucial to the employee, particular in the present era of COVID-19 as such management should accord it specific attention in other to create a job satisfaction environment.

3. Much attention should be devoted to job satisfaction factors such as Achievement, Recognition, the work itself, Responsibility, Advancement and, Growth of the employees over job dissatisfaction factors such as Organisation policy, Supervision, Relationship with manager and co-worker, working condition, Salary, Status and, Security of the job of employees. Much emphasis on Job dissatisfaction could awake the employee to dissatisfaction while an emphasis on Job satisfaction will make the employee feel part of the organisation and thereby derived job satisfaction.

4. The management should put in place a programme that employees can key in for their personal development and advancement to keep alive elements of job satisfaction factor at all time for the employee. So also, the management should lose a bit the formal structure and allow mix communication dimension and encourage delegation of duty to check some of the elements of dissatisfaction factor.

5. Attention should be accorded to employees as an individual in other to understand his/her peculiarity so that any effort target at creating satisfaction can be effective instead of treating everyone as a team.

5.4 Recommendation for Further Study
1. Structure questionnaire, administered online, was used to survey and collected data for this study. One of the limitations of such a method is that respondents may not have enough room to fully express his/herself. As such, further study should consider the interview method in other to overcome such limitation.

2. The study collected primary data from only the employees of British American Tobacco, Abuja and such the result of the study become difficult to generalised not only to other organisations but also other branches of British American Tobacco. Further study should endeavour to collect data from more branches of British American Tobacco or and other organisations in other for result and the recommendations to fit in generalisation.
References


http://www.aiscience.org/journal/ajmsas


Doi:http://dx.doi.org/10.1016/S0065-2601(08)60281-6.


Dear Sir/Madam,

QUESTIONNAIRE ON THE IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION: A CASE STUDY ON BRITISH AMERICAN TOBACCO ABUJA

I am an undergraduate student in the department of Business Management of Baze University Abuja.

I am carrying out a research work on the “Impact of Organizational Climate on Employee Job Satisfaction: A case study on British American Tobacco, Abuja”

It is hoped that the results and recommendations resulting from the study will be of immense benefit to the development of your business community and Nigeria at large. Please kindly answer the questionnaire, you need not put down your name and be assured that it will be treated as strictly confidential and will be used for research purpose only.

Thanks for your anticipated co-operation.

Yours faithfully,

Zainab Ahmad Aminu
Appendix B

SECTION A: Demographic Data

Instructions: Please kindly tick [✓] your response.

1. Gender: Male [ ] Female [ ]

2. Age: 18-25 [ ] 26-39 [ ] 40-55 [ ] 56 & above [ ]

3. Qualification:
   - Master’s degree [ ]
   - Degree/HND. [ ]
   - SSSCE [ ]
   - Primary Cert. [ ]
   - None [ ]

4. How long have you been working in the organisation?
   - 0 - 1 years [ ]
   - 1 - 2 years [ ]
   - 2 - 3 years [ ]
   - 3 years and above [ ]

5. Department
   - Human Resource [ ]
   - Marketing [ ]
   - Finance and Account [ ]
   - Technical [ ]
   - Others [ ]
## SECTION B: Assessing Organisational Climate

### B1: Policies and Procedures

<table>
<thead>
<tr>
<th>SN</th>
<th>Question</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Neutral</th>
<th>Agreed</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>The organisation’s policy and procedure do not jeopardise health and safety in COVID-19 era</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The workplace policy and procedure can resolve any challenges in the organisation</td>
<td></td>
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</tr>
<tr>
<td>8</td>
<td>The policy of the organisation guarantee equal opportunity to all employee</td>
<td></td>
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</tr>
<tr>
<td>9</td>
<td>The policy and procedure for reporting challenges is satisfactory</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>10</td>
<td>Attendance and time off policy is adequate under the new working arrangement in COVID-19 era</td>
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</tbody>
</table>

### B2: Organizational Values

<table>
<thead>
<tr>
<th>SN</th>
<th>Question</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Neutral</th>
<th>Agreed</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>No punishment for a failure where the organisational value was pursued</td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>The values of the organisation attract, develop, engage, and retain top talent</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>The survival of the organisation in COVID-19 is more important to me than my salary and bonus</td>
<td></td>
<td></td>
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<tr>
<td>14</td>
<td>Success and failure are shared by all the members of the organisation</td>
<td></td>
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<tr>
<td>15</td>
<td>The organisation respect all religious belief and ethnic differences</td>
<td></td>
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</tbody>
</table>

### B3: Work Environment

<table>
<thead>
<tr>
<th>SN</th>
<th>Question</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Neutral</th>
<th>Agreed</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>The workplace is kept clean and conducive all time</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>17</td>
<td>Hand sanitisers and other materials, as mandated by NCDC in COVID-19, are provided by the organisation to the staff</td>
<td></td>
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</tr>
</tbody>
</table>
18. The organisation provides adequate and recommended safety equipment to the employees

19. The organisation operates in a socially responsible manner

20. Safe work environment receives good attention from the management

**B4: Organisational structure**

<table>
<thead>
<tr>
<th>SN</th>
<th>Question</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Neutral</th>
<th>Agreed</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>The organisation is largely decentralised</td>
<td></td>
<td></td>
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<tr>
<td>22</td>
<td>Delegation of duty is encouraged in COVID-19 era.</td>
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<tr>
<td>23</td>
<td>The offices and departments are well linked for easy access by the staff</td>
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<td>24</td>
<td>The input of employees are sought in making an important decision</td>
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<tr>
<td>25</td>
<td>Top management operate an open-door policy</td>
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</tbody>
</table>

**SECTION C: Assessing Job Satisfaction** (26-31: Assessing satisfaction factors, 32-38: Assessing dissatisfaction factors)

<table>
<thead>
<tr>
<th>SN</th>
<th>Question</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Neutral</th>
<th>Agreed</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>The organisation does assist me in achieving my personal life goal</td>
<td></td>
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<tr>
<td>27</td>
<td>My contribution is recognized and acknowledged by the organisation</td>
<td></td>
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<tr>
<td>28</td>
<td>The nature of my job is satisfactory to me</td>
<td></td>
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<tr>
<td>29</td>
<td>I am allowed to assume responsibility for the task given</td>
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<td>30</td>
<td>The organisation promotes skill advancement</td>
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<tr>
<td>31</td>
<td>The organisation promotes my growth on the job</td>
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<tr>
<td>32</td>
<td>The organisation policy is friendly</td>
<td></td>
<td></td>
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<tr>
<td>33</td>
<td>Supervision is not strict and there is trust on me to deliver</td>
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<tr>
<td>34</td>
<td>My relationship with manager and co-worker is cordial</td>
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<tr>
<td>35</td>
<td>The working condition is not harsh</td>
<td></td>
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<tr>
<td>36</td>
<td>You are satisfied with your salary and bonuses</td>
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<td></td>
<td>You are accorded expected respect and status</td>
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<table>
<thead>
<tr>
<th></th>
<th>Your job security is a guarantee in the organisation</th>
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<tbody>
<tr>
<td>38</td>
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</tbody>
</table>

Thank you for your response