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Job Satisfaction and Organizational Well-Being Queried: A Comparison Between The Two Companies

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Abstract

In recent decades, research has increasingly focused on the factors that predispose people to work and on the importance of a positive climate within organisations. Next to the multi-dimensional construct climate, the concept of "work engagement" has recently emerged. This is understood as the ability of individuals to act in order to follow the interests of the organization while feeling committed and enthusiastic. The support of the two dimensions observed within the organisational context in question is interesting when you want to give indications of self and sense making renegotiation of the company. The study involved 62 police officers and 84 penitentiary health workers. The instruments used were the M_DOQ 10 (D'Amato & Majer, 2005) and the UWES (Schaufeli & Bakker, 2003; Bakker & Demerouti, 2007). The results reveal two broad approaches: the organisational climate in relation to communication was central and positive for respondents, although this is primarily a communication directive. The mean scores related to work engagement are below the average, indicating a low commitment on the part of workers.

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1. Introduction

In recent years the centrality of human resources in organisations has become more and more recognised. This has given rise to the recognition of the person as an entity and not just as an employee. From this awareness comes the need for a structural review of professional systems, the mode of work organization and practices of management and staff development adopted by the company. The "centrality" of human resources in business processes emerges not only by virtue of ethical considerations, but also because the competitiveness and achieving sustainable advantage over time, are derived from possessing unique resources that would be difficult to imitate by

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competitors. The objective of this study is to investigate the meaning, features and analysis tools of the organisational climate and engagement, and the workers' propensity to be fully active within the organization in two different types of businesses in order to give a wider perspective about these constructs. In addition, we wanted to further investigate another area by the introducing a third construct: life satisfaction. In the relationship between the individual and the company, in order to create the coveted well-being factor that can only be the result of a perfect balance of 'give and take' between the parties, may exert influence. This then becomes a mediating variable between the two constructs mentioned above on the relationship that the person has towards life in general. Then, we explain in detail the data collection method, analytical procedures, and hypotheses testing. Finally, the results will be discussed.

2. Organizational climate, Work Engagement and Life Satisfaction

Recently, the concept of organisational climate has received an increasingly higher level of attention, being able to establish itself as an interesting supporting concept for the analysis and evaluation of latent dimensions within organizations. It can therefore be argued that the interest shown towards climate science has grown in parallel with the will to make improvements to the social and human climate: a diagnosis of the organizational climate may in fact lead to the recognition and analysis of some relevant signals that include the facilitation and identification of new and more effective ways of everyday life management. The organizational climate, that adopts a traditional function, has been studied by authors, such as the characteristics or attributes of an organization. Among these the first that should be mentioned is James and Jones (1974) for the analysis of the organisational climate which could evolve into two other approaches: the first, to describe the climate that made use of objective indicators, and the second which was based instead on measures for - quality of accommodation and subjective organisational attributes. In general, the organisational climate can be understood as a dynamic system that cannot be represented as the sum of its parts but as a system of forces in equilibrium. This system is useful for understanding the behaviour of individuals is therefore the starting point for analysing the social interactions. It is not limited to that which is perceived immediately as such but in investigating more broad scope of the social, inclusive of all the activities within which manifest the behaviour of individuals. With regard to the second dimension under consideration, work engagement, we could say that it and the worker's propensity to be fully present in the organization, specifically concerns the availability of individuals to act in order to follow the interests of the organization (Bakker, & Demerouti, 2007; Bakker, Demerouti, & Schaufeli, 2003; Bakker, Demerouti, & Verbeke, 2004). The work is undoubtedly a fundamental aspect in the life of each individual, however it can be exhausting and debilitating, and in the case in which the questions are too highly compared to the work ability of workers to cope with it, it can lead to feelings of stress and possible psychophysical duress, leading to what is termed by scholars of the field as burnout. While this terminology refers to a negative psychological condition of the worker who have mental and physical exhaustion (Guglielmi, Paplomatas, Simbula & Depolo, 2007; Schaufeli & Enzmann, 1998; Schaufeli, Leiter, Maslach & Jackson, 1996). However, the work can also make people feel satisfied and full of energy, so a challenging job may make that an individual fully engage in work, thus developing feelings of engagement. Finally, when it comes to organizational well-being it cannot be in line with what is the sense of satisfaction and happiness that people feel toward one's own life. Therefore, there are strong ties between the construct of well-being and concepts of happiness, satisfaction, health and quality of life. Most of the theories and research have, however, concentrated mostly on the conditions that relate to the discomfort with the consequent disorders, rather than on factors that may instead be encouraged to stimulate individuals in the club. Recently, attention has shifted to the positive dimensions, welfare or satisfaction for their lives and their potential on self and desires (De Carlo, 2006). This concept refers, in fact, not just a set of objective factors that can contribute to forming good living conditions, but also to aspects and subjective feelings concerning the perception of quality of life, personal satisfaction, self-esteem, sense of trust and belonging, self-efficacy and quality of social relationships (Diener, 1984).

3. Methodology

3.1. Sample and data collection procedures

The research was conducted in two different types of company. With regard to the first company, a home district, were involved 62 (54 male and 8 female gender) prison officers and took place in the province of Trento, while on the second, a hospital, participants in the study were 84 (29 male and 55 female gender), identified among health personnel of the facility, and was held in the city of Syracuse. With regard to socio-demographic variables, the average age of police officers is $M = 35.8$ ($SD = 12.10$), while that of medical professionals is $M = 46.7$ ($SD = 8.37$). Regarding the level of education in the group of police officers the degree which has the highest percentage is the secondary education (66.1%), while the medical staff is the title that has a higher percentage is master's degree (38.1%), followed by bachelor's degree (33.3%). Finally, with regard to the type of contract in the case of Police Officers 100% of the sample has a permanent contract while in the case of health personnel, 81% had a permanent contract but there is a remaining 19% which has a fixed-term contract.

3.2. Measures

In order to investigate the constructs mentioned in our study to identify a possible relationship exists between them and if a difference exists between the two types of company, were used the tools below.

3.2.1 The Organisational Climate

The construct of organisational climate has been measured through the Majer - D'Amato organisational Questionnaire, it is based on a theoretical model that conceives of the climate as a multi-dimensional construct. The instrument consists of 70 items proposed in the form of statements to which the subject responds by expressing their level of agreement using a 5-point Likert scale. The statements allow you to detect the experiences of workers in relation to 10 factors (steps), the 10 factors are: team (11 items $\alpha = .78$), which analyzes the cohesion of the group; leadership (8 items $\alpha = .68$), which analyzes the relationships and communications with superiors; Job involvement (5 items $\alpha = .71$), involvement in work and organization; autonomy (6 items $\alpha = .73$), and responsibility for the organization of work; consistency (8 items $\alpha = .74$), between strategic orientations and their operational application, dynamism, vitality organisational and propensity for innovation (5 items $\alpha = .61$), job description (5 items $\alpha = .90$), clarity of roles and tasks; reward (5 items $\alpha = .75$), equity, social sensitivity and feeling of impartiality; dynamism (5 items $\alpha = .70$), development, openness to social progress and personal communication (12 items $\alpha = .68$), availability and clarity of information dissemination.

3.2.2 Work Engagement

Work engagement can be defined as a state of mind positively related to work and characterized by dedication and absorption in work. Rather than a momentary and specific condition, refers to a cognitive-affective state more persistent, focused not only on an object, an event or a particular situation (Schaufeli & Salanova, 2007). Work engagement Scale is an instrument consisting of 17 items, which measure the three basic dimensions of work commitment: vigor (6 items $\alpha = .73$), dedication (5 items $\alpha = .78$), and absorption (6 items $\alpha = .80$).

3.2.3 Life Satisfaction

To detect the level of satisfaction with their lives the Satisfaction With Life Scale has been used - SWLS (Diener, 1984); tool that consists of 5 items with respect to which it is necessary to indicate their level of

disagreement / agreement on a 7-point Likert scale, from 1 (Strongly disagree) to 7 (Strongly agree). The Cronbach's alpha of the SWLS is equal to .87 .

4 . Analyses and Results

The results of the analysis of organizational climate (gr.1), conducted on employees interviewed in the two companies, resulted in different reflections. In reference to police officers the highest average value is formed by the Communication factor ($M = 3.42$, $SD = 1.024$), to a more careful reading , however, the individual items that make up the Communication factor emerges that the item 68 " Communication with the bottom consists essentially give them directives "has the highest average value ($M = 4.00$, $SD = 1.228$). This denotes that the statement to which it relates is essentially rigid and directivity. In addition, analysis of the test MANOVA (Multivariate Analysis of Variance) significant relationships emerge between those who are aged over 45 years and the dynamism factor ($F = 4.231$, $ps < .05$) between those who have a university degree and the factor dynamism ($F = 5.975$, $ps < .05$), emerge meaningful relationships between the dynamic factor and the figure of the assistant chief ($F = 3.211$, $ps < .05$). The second group, as health care providers, presents first of all mean values M_DOQ10 were higher than the group of police officers in all the factors of the M- doq10 also statistically significant differences emerge with the Communication factor, more women ($M = 4:36$ $SD = .238$, $t (82) = -1.48$, $p < .05$) than men ($M = 4:25$, $SD = .378$) believe that within the healthcare there is a good level of communication. The comparison between the two groups of companies we considered relatively to the factors of organizational climate emerges that the group of health care professionals ($M = 4:21$ $SD = .350$, $t (144) = -9.32$, $p < .05$) , believes in a statistically significant in the Reward their company is higher than the company of police officers ($M = 3:53$, $SD = .350$). As for the results for the Work Engagement (gr.2), we see how the two groups included in the subject interesting differences emerge : the average values of both the dedication ($M = 4.52$, $SD = 1.024$ vs. $M = 2.5$, $SD = .65$) both dell' absorption ($M = 4.67$, $SD = 1.020$, $M = 3.5$, $SD = 0.64$) were higher in health care workers comply with the police officers, it may be determined by the type of user with which every day these figures are confronted, in the case of health care workers in fact the sensitivity of the patient could be the element that leads them to be more involved with them.

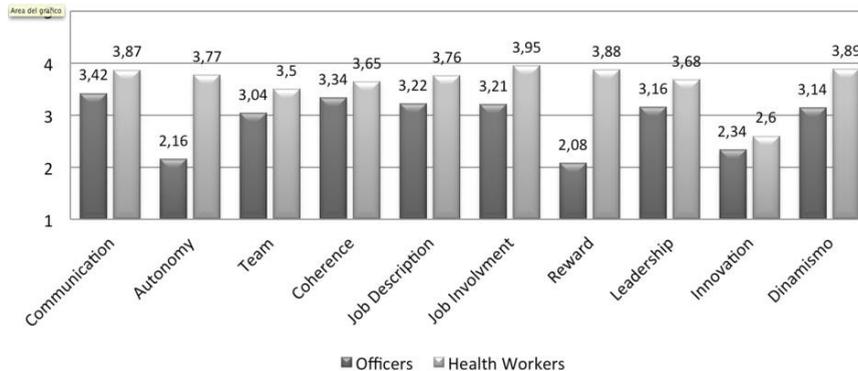


Fig. 1.Average Value of M_ doq10' Factors for two group of workers

In addition, through the analysis of Student's t test for independent samples showed that both the Dedication ($M = 4.90$ $SD = 1.024$, $t (144) = -15.69$, $p < .05$), and for the Absorption ($M = 4:52$ $SD = 1.020$, $t (144) = -9.86$, $p < .05$), and finally to the Vigor ($M = 4.69$ $SD = .868$, $t (144) = -11.86$, $<.05$); operators health show to have higher levels of engagement compared to the group of police officers.

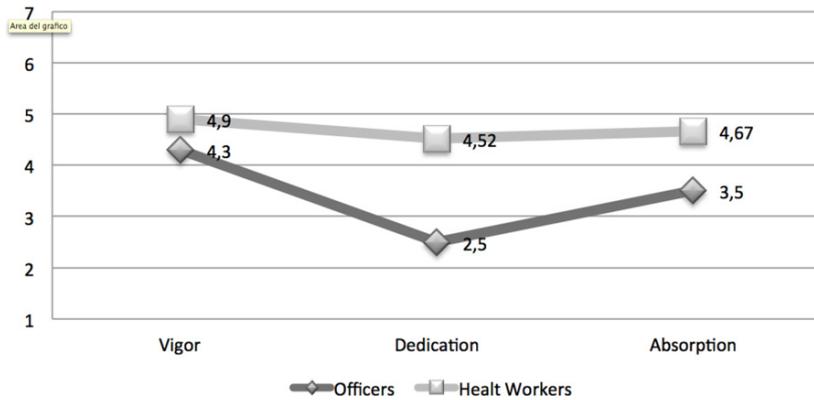


Fig. 2. Average Value of UWES' Factors for two group of workers

In order to verify whether there is an indirect relationship predictive, and then there is causality between the constructs that we examined in the total sample of employees we interviewed, we performed mediation between the organizational climates; work Engagement and life satisfaction (gr.3). We thus hypothesized that the construct of life satisfaction may be a mediator of the effect of organizational climate on work engagement (Preacher, & Hayes, 2008; Judd, & Kenny, 1981). The results show that the organizational climate is a significant predictor of engagement (Beta = 2.66 , p < .001) , life satisfaction which in turn affects the engagement (Beta = .41, p < .001), and finally, the mediator of life satisfaction influences the engagement choking the effect of the predictor, ie, Organizational Climate (Baron, & Kenny, 1986).

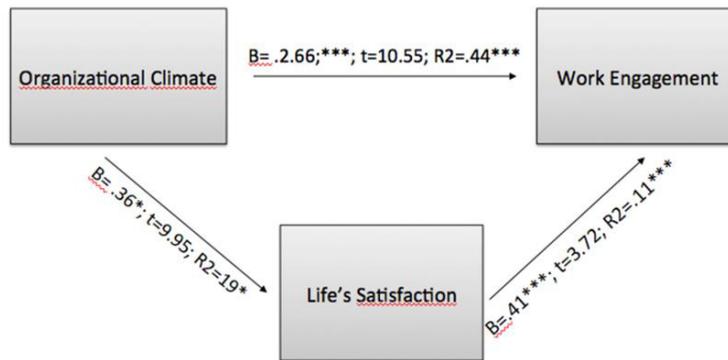


Fig. 3*. The unstandardized paths linking organizational climate, life's satisfaction and work engagement*

Note: *p < .05 and ***p < .001

5. Discussion and Conclusion

The aim of the study was to compare two different types of company with the aim to identify possible food for thought with regard to the analysis and the connection of three specific constructs: organizational climate, the work engagement and satisfaction life. Regarding the analysis of the first dimension we note that among the two groups of

workers we interviewed (police officers, health care workers) there is a marked difference in what is the perception of the organizational climate . The group of health care professionals did in fact mean values higher than the group of police officers with regard to all the factors of m- doq10 Furthermore, although the analysis allowed us to identify a significant part of both the groups in relation to the communication factor, resulting in a more detailed analysis has suggested that with regard to police officers communication is understood in a strict and directive. Another interesting fact is finally given by the factor Reward, health professionals compared with the group of police officers perceive that within the company there is a sense of fairness and justice major. Relatively to the second construct, the work engagement, the data obtained previously through the analysis of the organizational climate seem succession, as also with regard to the size of the sample work engagement of health professionals reveals higher values thus showing higher levels of engagement. It seems that there is a link between what is the perception that the worker of his company and the consequent commitment that is willing to employ in his work (Diener, 1984). Finally, regarding the predictive effect that the three dimensions can have on one another, we note how the organizational climate is a strong predictor of what is the engagement of workers, ie, the company may, through the implementation of actions to improve its relationship with the employee, significantly affect the commitment of the worker. In view of what is the health and well being of organizational life we have seen how the perception of life satisfaction can act as a mediator in respect of engagement and how the organization can influence the state of well-being and satisfaction person (Judge, Thoresen, Bono & Patton, 2001; Platania, 2009). The results lie ahead interesting ideas for future action, relying on those who are the main unsaturated bonds that the worker with the company they belong to, and on improving the climate of engagement in the company.

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