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The Effects of Organizational Climate on Organizational Identification and Job Satisfaction: The Hotel Sample

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Abstract

Job satisfaction and organizational identification perceptions of employees are essential in tourism. To create this perception not only management applications but also employees' personal differences, working environments, the relationship between employees and safety climate environment is needed. The purpose of this study is to determine how employees were affected by organizational climate and how their results affect organizational identification and job satisfaction perceptions. This study has been conducted by 300 employees who have been working at 4 and 5 star hotels. Data were collected through questionnaire by applying convenience sampling method. To test the hypothesis structural equation modeling was used. In this study, it has been observed that the job satisfaction is affected by organizational identification and organiational climate and that the organizational climate also affects organizational identification. According to these results, hypotesises of the research are supported. Theoretical contributions reveal that organizational climate affects organizational identification and job satisfaction. Like the results of similar studies in the literature, the results of this study will be beneficial for the hospitality industry.

Keywords
Hotel, Organizational Identification, Job Satisfaction, Organizational Climate, Safety Climate.

1- INTRODUCTION

Productivity is very important for businesses, so employee is the most important actor in productivity. The priority of organizations is to have and retain loyal, determined, talented, willing employees (Roos and Eeden, 2008: 54). These require employees who are satisfied with their work and the organizational climate in which they work and are ultimately motivated to maintain their relationship with their organization. Recently, organizational climate in employee productivity and how the employee percieve the organizational climate has become important. Therefore, it's decided to investigate organizational climate and what to do according to employees' opinions, if there isn't a positive climate.

Organizational climate, which is important in productivity also affects the perceptions of organizational identification and job satisfaction. Individual's level of commitment to the organization indicates the level of organizational identification of an individual. Organizational identification and job satisfaction are perceptions that are affected by the organizational climate.

These perceptions are even more important in hotels as they are labor intensive (Datta and Singh, 2018:40).

2- LITERATURE REVIEW

In addition to maintaining the professional activities of the hotel staff, it is important for the productivity of the staff to examine their relations with each other and with the management within the organization. In this study, the effect of organizational climate on job satisfaction and organizational identification was investigated and a literature review was conducted in order to reach the findings obtained from the studies of other researchers in the field and information on the subject.

2.1. Organizational Climate

Organizational climate is a concept that shapes the behavior of the employees. The definition obtained from a variety of organizational climate researches is as follows; how the employee perceive the business environment, whether they work in a secure environment or not, whether they are supported or not by the management, whether they are rewarded when necessary or not, perceptions that are formed according to psychological structures of the employee such as organizational unity and sincerity. The Employee want to work in a healthy environment. Healthy enviorenment, which is called courtesy, sincerity, reward, orientation activities forms the healthy organization climate (Tutar and Altınöz, 2010: 197; Madera et al., 2013: 29). In some cases, a negative organizational climate may occur in the workplace and the employee show negative behavior, most of the time management implements punishment, but it is more appropriate to consider to change conditions related to the security (Brondino et al, 2012: 1847). Increasingly, conflict is observed in various organizations, often manifested by the uneasiness of employees depending on the working environment. These can harm the mental health of the members of the organization and cause the organization to decline. In such cases, it can be considered that there is a problem in management activities. If a conflict is constantly seen in the workplace, it will result in loss and damage for the business as well (Apipalakul and Kummoon, 2017: 1217). "The International Labour Organization (ILO) stated in the 1950s that each employeed should receive health services and that it is a human right to work in a healthy and safe enviorenment and that this right is in the limits of the right to live and every country should abide this" (cited in Özkan and Emiroğlu, 2006: 45). Organizational climate dimensions such as autonomy and freedom, creates a positive effect on the knowledge and behavior of the employee (Shanker et al, 2017: 68). The safety climate generally has a significant impact on an individual's safety performance at work, the basis of which is individual subjective attitudes, personal well-being, and results related to safety. Personality traits are dominant structures in psychology and different perceptions are formed according to the Rsituation encountered. According to the Activation Theory, the effect of personality on job performance weakens when autonomy is low, and there is a stronger relationship between personality trait and wage satisfaction when organizational climate is perceived as high (Ji et al, 2019: 82).

2.2. Organizational Identification

The individual's self perception of being a a basic or a symbolic member of the group is defined as Social Identification. This definition has been developed for organizations, Ashforth and Mael (1989: 20) have defined the concept of organizational identification as "perception of being a unity in an organization of belonging to an organization". Organizational identification creates a positive

organizational climate, such as working harmoniously together and developing common institutional values. The concept of organizational identification has been known for a long time. Using social identity theory, researchers have argued that the cognitive connection between members and their organizations can profoundly affect the behavior of organizational members (Weng and Cheng, 2019: 3). Organizational identification is related to social relations, it is shaped and reinforced through active communicative behaviors of employees. This situation also shows that employees are motivated to participate actively in groups with which they define themselves strongly. The assumption in social identity theory is that people tend to evaluate themselves in terms of groups or organizations to which they belong. As a result of social identification processes, employees can develop a sense of psychological commitment when they are motivated. Employees with strong social identities share organizational success, workplace and organizational information on their personal social media accounts (Zoonen and Treem, 2019: 27). Organizational identification is a unifying force to maintain the relationship between the employee and the employer in organizations that are becoming increasingly complex due to globalization and technology. A strong perception of organizational identification in employees creates the desired positive behaviors in the organization. When the benefits provided to employees such as bonuses, job security, rewards and promotions decrease, negative perceptions against the company occur. As a result, employees begin to realize that employers are not fulfilling their obligations. Such employee perceptions, low employee performance and commitment, distrust, decreased organizational citizenship and organizational identification behavior and high turnover intention ocur. Decreased organizational identification perceptions of the employees can be increased by fulfilling the psychological contract of the employees by the management (Asadullah et al, 2017: 125). An individual's commitment degree of the organization membership indicated the level of the individual's level of organizational identification. Since the perceptions of the organizational identifications are different, the level of the employee's level of organizational identification are also different (Dutton, at al 1994: 244). Organizational Commitment and Organizational Identification are very close notions and they are confused with each other. While organizational commitment is a notion focused on the loyalty of employees to the organization, the eagerness to be a part of the organization and the behavior; organizational identification is a cognitive and a psychological process (Ketchand and Straws, 2001: 222).

In the psychology literature, it is stated that organizational identification is an internal thought to protect and improve the self-esteem of individuals on individual behavior (Abernethy et al, 2019: 2). Organizational identification, which represents a sense of belonging or unity to a group, an association, helps to meet important human needs such as the need for security and belonging, a strong sense of belonging. If employees feel a strong sense of organizational membership, they will tend to perceive their colleagues more positively, as a result, they will perform better group work by being more cooperative and supportive of each other. Employees with a perception of organizational identification should be more motivated to support in-group members in order to increase the overall success of their group. A strong sense of shared membership within the group and a shared social identity provides group members with a shared interpretation (Avanzi, et al, 2018: 155). Thus, the identification of employees with the workplace consists of cognitive and emotional dimensions. The cognitive dimension of organizational identification reflects the perception of providing a benefit by categorizing the employees themselves by determining the common characteristics and goals between the employee and the organization. The emotional dimension creates the perception of being proud of belonging to the organization in the employees,

it helps the development of organizational identification in the employees by presenting a positive image about the organization (Fallatah, et al, 2017: 174). Identity in working life is as important as the identity of the individual. Social identity researchers often when they examined the identities that emerged through organizational membership, they saw that there are different identities such as colleagues, supervisor, work group, profession, department and work unit in organizations. Each of these identifications creates the motivation for commitment to the group or organization. When this situation is taken into consideration, the effect of each identity on the other identity and the degree to which individuals combine various identities constitute the content of identification. Therefore, it is important to recognize and examine the differences because the identities found in organizations affect employee behavior (Matherne et al, 2017: 171). The more the employee identifies with the organization, the more he applies the qualities and characteristics of the organization, the happier he will be in himself and will be successful in his job. The connection between self and organization is important because through social identification the position of the organization is reflected in the self. According to the social identity approach, employees cooperate with the organization not only financially but also to feel good about themselves as human beings (Meleady and Crisp, 2017: 622). Owing to the regulatory role of corporate identity stemming from social identity theory, organizational identity refers to employees' perceptions of their identity in a particular organization. This perception is thought to be effective in the emergence of organizational identification. If the employees see themselves as a member of the company they work for and are proud of this situation, positive organizational identification can be mentioned. With a strong identification, the employees have a strong interest (Zhuang, et al, 2020: 3). Employees with a distinctive group identity tend to have a weaker reaction to stress during a stressful situation than participants with a clear personal identity. In his meta-analysis study, Riketta (2005: 360) showed that organizational identification was positively associated with helping colleagues. This research also showed that social support is effective between organizational identification and stress.

2.3. Job Satisfaction

Job satisfaction is described as, when the work life is evaluated, the pleasing or positive sentimental condition (Locke and Dunnette 1976, cited in Min et al 2018: 616,). Fisher (2001: 40), also defines the job satisfaction as "Pleasure or a positive feeling as a result of an employee's evalutation on their work or life". Job satisfaction is an important concept for every industry. In particular, the success of the labor-intensive tourism sector depends on customer satisfaction, which is affected by the quality of service provided by satisfied employees. The effect of job satisfaction in the service sector is not only a factor that affects the performance of employees, but also affects the performance of the business. It is especially effective in reaching the goal of the business (Romero et al, 2020: 2). In addition, as in other sectors, there is an intense competition in the accommodation sector, and in this case, meeting and satisfying the expectations of the employees are the necessary factors for success (Glaveli et al, 2019: 426). Hight and Park (2019: 234) found in their research that role ambiguity in the workplace has a negative effect on job satisfaction, and as a result, it reveals intention to leave. Job satisfaction is closely related to organizational climate like organizaional identification. A negative environment reduces the level of job satisfaction. Supportive management style can contribute to job satisfaction if management provides psychological empowerment of employees and helps to meet employee needs by acting consistently, competently, and autonomously (Hewagama, et al, 2019: 73). If the employee gets the job satisfaction they need from their job, they will have a positive atitude towards their job and the

work environment. Job satisfaction, the emplyee's reaction towards their work condition. Job satisfaction usually is affected by factors such as determining whether the expectations are met or not, wages, promotion oportunities, management style and colleagues. Employee satisfaction refers to a measure of their feelings towards the organization. They are more productive and more stable, especially when they are satisfied, and they display a positive view of the organization's goals. Job satisfaction can be evaluated from various perspectives. It can be evaluated to include the feelings of employees towards a job in terms of working conditions such as growth, wages, additional rights, supervision, colleagues and organizational environment (Appiah, 2019: 143). Wen et al. (2019: 127) stated in their study that emotional intelligence is effective in changing the attitudes and behaviors of employees in jobs involving emotional labor in influencing job satisfaction in the accommodation sector, and in this case, job stress can be reduced and job satisfaction can be increased. Even if employees are in a pessimistic mood or sometimes encounter difficult customers, they are expected to exhibit an enthusiastic and friendly attitude towards customers. According to the theory of conservation of resources, the sources that can be effective in the formation of job satisfaction are financial resources, personality traits of employees, conditions in business life, time and necessary information. In the academic literature, researchers from the fields of industrial-organizational psychology, organizational behavior and human resource management conduct various studies on the subject in order to analyze the antecedents and consequences of job satisfaction. Job satisfaction is an emotional state and a very important factor in an employee's life. For this reason, most of the academic research on this subject focuses on measuring and evaluating job satisfaction. Studies have shown that employee satisfaction in a business is affected by three basic relationships, employee-organization relationship, employee-manager relationship, and employee-colleague relationship. In fact, the employee-work and family life is also important for all these relationships to be balanced. Autonomy is important for most employees in job satisfaction, autonomy refers to the degree to which they can structure and control how and when they perform their work. Jobs with high levels of autonomy increase both job performance and satisfaction. In addition to being autonomous, working flexibly and working in a group, group belonging also provides job satisfaction (Alegre et al, 2016: 1390). Autonomy is closely related to job design, so it is an organizational behavior issue that also affects job satisfaction. Employee work in hospitality services is often characterized by significant human interaction, and employees are expected to provide superior service customized to meet a variety of customer needs. Although it is important how the job satisfaction of the employees in the hospitality sector is affected in order to realize this expectation, the researches in this field are less in the hospitality sector (Cheng, and O-Yang, 2018: 79). In general, job satisfaction can create a one-dimensional sense of satisfaction, various results of job satisfaction may occur in various occupations, job satisfaction may not develop depending on working hours, especially in the labor-intensive service sector (Madigan and Kim, 2021: 4). In addition, this negative perception has direct effects on burnout, confirming job satisfaction as an important predictor of burnout. Studies on this subject also show that there are relationships between job stress, social support and job satisfaction (Wu et al, 2021: 204). Many studies have shown that the support of colleagues and the environment, adequate work conditions improve the perception of positive job satisfaction in employees, and increase productivity and efficiency. Compared to employee motivation, job satisfaction is an evaluative judgment in a positive or negative sense, especially low wages, lack of organizational support, lack of career advancement and misjudgment by superiors, and complex communication environment with customers and colleagues are effective in the emergence of negative judgment (Silva et al, 2021: 2). Newly recruited employees may become dissatisfied when they are bored with their usual routine and face too

much uncertainty in their new job due to limited access to information. In order to prevent this, job satisfaction can increase by working longer and increasing the authority. This prediction is based on the theories of reducing the uncertainty of the job and the resilience of the job (Son and Ok, 2019: 73). Job satisfaction is a critical factor for attracting and retaining skilled workers. There is a very close relationship between employee satisfaction and customer satisfaction, this relationship directly affects corporate performance. This link is stronger in the hospitality industry, which requires high contact with customers. Employees with a low level of satisfaction also have low effort to be successful and therefore may offer lower service quality. Institutional service satisfaction has high performance returns through the profitability link (Stamolampros et al, 2019: 130). Studies have found that there is a relationship between increased workload and decreased job satisfaction. It was found that this relationship was not a significant predictor of job satisfaction by temporary employees, but it was a predictor for permanent employees (Inegbedion et al, 2020: 1).

3. METHODOLOGY

3.1. Research Model and Hypothesises

Research model has been formed based on literary scan and variables used during researches. Models and hypothesises which are formed according to the results of the literary scans and optimal to the aim of the research are shown below:
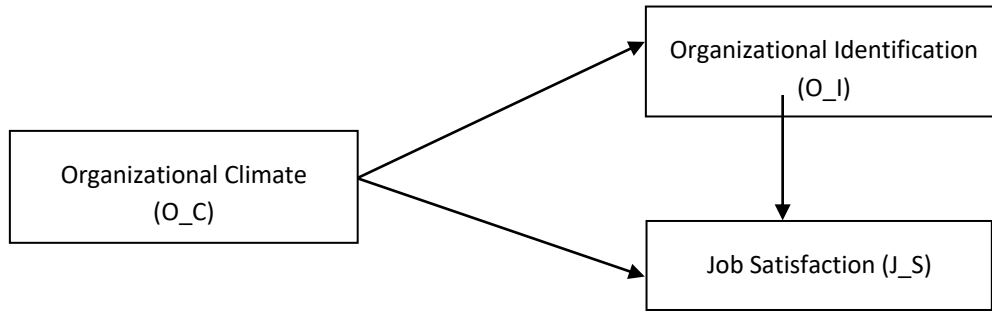
Figure 1. Research Model

Hypothesis 1: Organizational climate affects organizational idenification positively.

Hypothesis 2: Organizational climate affects job satisfaction positively.

Hypothesis 3: Organizational identification affects job satisfaction positively.

Hypothesis 4: Organizational climate affects job satisfaction through organizational identification.

3.2. Variables of Research

In order to measure organizational climate variable, a scale was developed by Türen et al. (2014: 176) and contains of 14 expressions. In order to measure organizational identification variable, a scale was developed by Mael and Ashforth (1992: 114) and contains of 6 expressions. In order to measure job satisfaction variable, a scale, which shows (Arnet, 1999; Judge et al. 2009) as references, was developed by Chen et al. (2009). It was translated to Turkish by Turunç and Çelik (2012: 65) and contains of 5 expressions.

3.3. SamplingProcess

As Altunışık et al. stated, in Sekaran's chart named as "Acceptable Sample Sizes for Specific Universes", it has been expressed that the largest population size of universe is 10 million, while the sample size required for this universe is 384. In this study the sample size is stated as 384.

In the studies in which each person involved in the universe doesn't have the equal chance to take part in the sample, it is better to use the sampling techniques not based on probability. Hence, it has been evaluated that convenience sampling is an appropriate sampling technique among the sampling techniques not based on probability (cited in Altunışık at al 2012: 137).

3.4. Data Collecting Method

As data collecting method on the research, survey method that contains closed ended and prepared beforehand questions has been used. The survey has two parts and 32 questions. In the first chapter, there are 7 questions orientes to demographical information such as gender, marital status, age, education, income, duration of work at the current workplace and duration of work in the sector. In the second chapter, there are 14 questions measure organizational climate, 6 questions measure organizational identification and 5 questions measure job satisfaction: 25 questions in total. Attendees were asked to agree or disagree to the statements using5-point Likert scales (1=Strongly Disagree, 2=Disagree, 3=Undecisive, 4= Agree, 5=Strongly Disagree).

3.5. Testing of the Scales Used for the Survey

In order to test the validity of the scales, confirmatory factor analysis has been performed by AMOS 22 program. Since compliance measurement values produced by the model created for the scale of the validity of the tests is not within acceptable limits therefore modifications suggested by the program have been made. As a result of modifications; 3 expressions were removed from the organizational climate scale, 1 expression from the organizational identification scale and also 1 expression from the job satisfaction scale so total 5 expressions were removed from the scales. Adaptive values have been produced by the measurement models are within the limits of acceptable so one factor that all variable structures were confirmed. In order to determine the reliability of the scale Cronbach alpha coefficients were calculated with SPSS 22 program. Coefficients was realized as 0.96 on the organizational climate scale; 0.79 on the organizational identification scale and 0.70 on the job satisfaction scale. This score shows that they are reliable quality scale.

4. FINDINGS

4.1. Demographic Features of the Attendee

%48 of the attendee are female (N=144); %52 of them are male (N=156). %61 is married (N=183); %39 is single (N=117). %23,7 is between 31-35 ages (N=71); %48,3 is graduated from high school (N=145), %70 hasbetween 1001-2000 TL income (N=210). %42,3 have been in the same workplace for between 0-3 years (N=127), %35 have been working in this sector for 11 years or more (N=105).

4.2. Structural Equation Modeling

Structural equation modeling formed in order to test the hypothesises of the research is shown on the Figure 2.
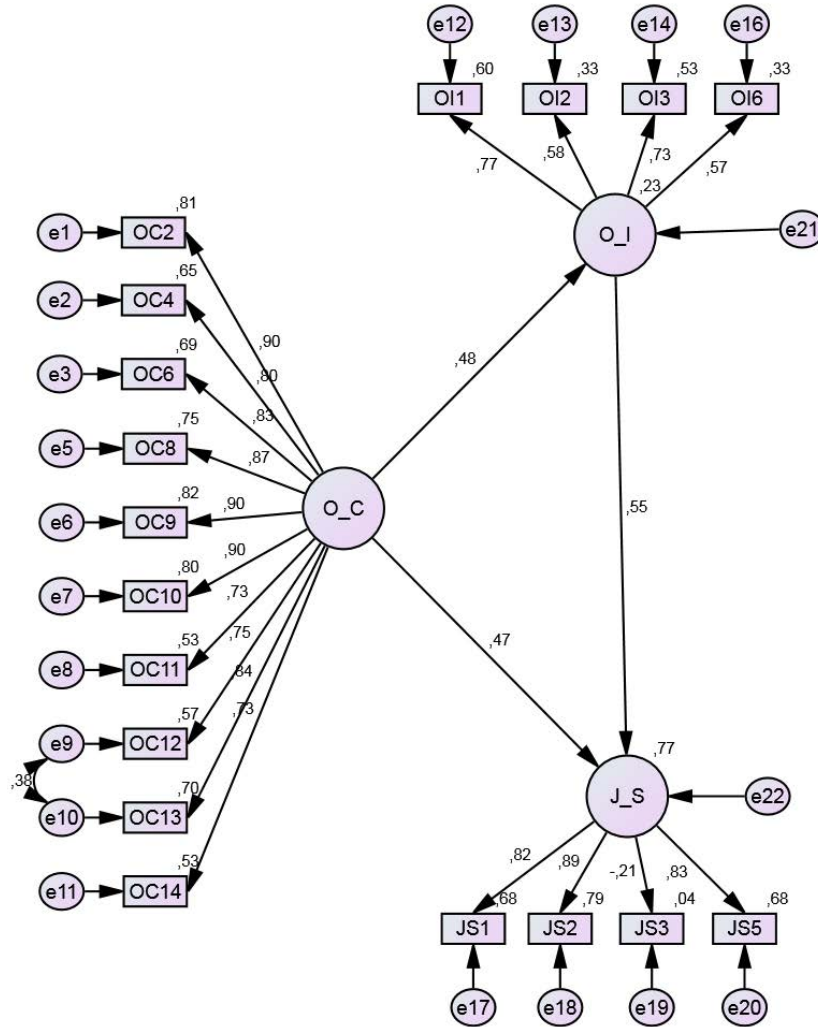
Figure 2. Structural Equation Modeling

Figure 2 shows adaptive values of the structural model is not in compliance with acceptable limits, the results of modification by suggested of the program 1 expression was removed from the organizational climate scale and 1 expression from the organizational identification scale. Modification results   adaptive value (X2: 501,981.940; DF: 131; X2 / df: 3,832; GF: 0.85; CFR: 0.94; RMSEA: 0.080) were observed to be within acceptable limits. Organizational climate affect organizational identification (β = 0.48; p <0.05); organizational climate affect job satisfaction (β = 0.47; p <0.05) and organizational identification affect job satisfaction (β = 0.55; p <0.05). According to this results of the research 1, 2 and 3 hypothesis are supported. The total impact of organizational climate on job satisfaction, β = 0.73 was observed. The direct effect is β = 47 of this effect, β = 26 is realized indirectly. No. 4 hypothesis of the research are also supported according to the findings. When Squared multiple correlations (R2) values belonging to the model were analyzed, 23% of organizational identification with variable climate organization, 77% of job satisfaction with organizational climate and organizational identification were determined.

5. CONCLUSION

Scientific researches on increasing employee performance in the context of productivity in hotel businesses show that organizational climate is important in accommodation businesses with labor-intensive characteristics, as in other sectors. In this study, it's been observed that the job satisfaction is affected by organizational identification and organiational climate and that the organizational climate also affects organizational identification. According to these results, hypotesises of the research are supported. Results give essential hints on the hotel personnel's motivation for the hotel management. Creating a positive organizational climate in hotel is always an essential topic for employees' productivity and hotel success. The literature review is also similar to the results of this research. Appiah (2019: 146) stated that as a result of the literature review, the results of the researches were found to be highly likely to affect the job satisfaction of the organizational leaders who perform corporate social responsibility activities in the hotel industry. In their study, Subarto et al. (2021: 174) found that instructor job satisfaction can be explained by the work environment and organizational climate. Ciampa et al. (2021: 120) found in their study that when employees identify with their organization, individuals integrate their personal definitions with organizational membership and conceptualize it as a type of social identity, and thus organizational identity becomes a part of their self-concept. According to the results of the research conducted by According to the results of the research conducted by Korkmaz and Keleş (2021: 528), on hotel employees, they stated that the importance of the perceived organizational climate is emphasized due to the labor-intensive nature of the hotel industry. In the hotel where the research was conducted, it was concluded that working environments should be prepared in which managers give more voice to their subordinates, the power distance is at the lowest level, and the level of trust between the subordinates and superiors is high. The necessity of creating an organizational climate that will enable the employees to be happy in the working environment, especially in the tourism sector, where the working conditions are heavy and challenging, is clearly seen in the results of the studies in the literature. Same time for a positive organizational climate, job health and security should always be a top priority topic and it should be considered that the job satisfaction is affected by organizational identification and organiational climate and that the organizational climate also affects organizational identification.

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