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IMPACT OF ORGANIZATIONAL STRUCTURE AND WORK ENVIRONMENT ON STAFF JOB SATISFACTIONIN DANGOTE CEMENT COMPANY

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Abstract

The enduring desire to establish employee satisfaction with respect to their primary place of duty as well as the several ills associated with current conditions of employment in many companies were the prime reasons for this study. Specifically, the study examined the effect of organizational structure and work environment on job satisfaction. The study is a cross sectional survey design that made use of primary data with the aid of a well-structured questionnaire administered a sample of 602 employees working at Dangote Cement Company. Partial least square structural equation modelling (PLS-SEM) was employed to analyze the data. The findings showed that an improved work environment had a positive and significant relationship with employee job satisfaction. Also, organizational structure had positive and significant effect on employee job satisfaction. The study concludes that organizational structural and work environment play a significant role in getting employees satisfied with their work, and is a strong predictor of job satisfaction. Hence the study recommends that the management and policy makers of Dangote Cement focus on improving job satisfaction by creating an enabling work environment and improving on the structure of the company to encourage employee dedication and commitment as this is capable of enhancing the image and reputation of the company, and will have a direct effect on the growth and production of the company and staff in general.

Keywords: Organizational Structure, Work Environment, Job Satisfaction.

Introduction

Staff Job Satisfaction (JS) has become a major drive in determining the decision people take when making a choice of a place of employment. It measures the degree of contentedness of staff or workers with respect to their place of employment. Irrespective of the studies that have been done to show the impact of organizational structure and work environment on job satisfaction, more studies need to be done to establish the relationship. Research into employee's satisfaction at place of work began in early 1930s and was to a large extent under the dominant influence of employment challenges of that time alongside economic and emerging attitudinal development of that era

Cognitive job satisfaction in companies and offices is a more objective and logical evaluation of various facets of a job. This facet of job satisfaction can be categorized as unidimensional or multidimensional. In unidimensional cases, it comprises evaluation of just one aspect of a job, such as pay or maternity leave, while in multidimensional comes into play when two or more facets of a job are evaluated concurrently. Cognitive job satisfaction gauges the extent to which this job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set, and does not assess the degree of pleasure or happiness that arises from

specific job facets. While the cognitive job satisfaction might be very helpful in producing effective satisfaction, it is important to note that they are distinct and not directly related, as affirmed by Hulin and Judge (2003). Hence this opines the fact that there are factors while could produce remarkable impact (positively or negatively) on individual's job satisfaction.

The effect of Organisational structure on the success of Dangote employment services when ranked on the hierarchy of companies with good job satisfaction, is primly influenced by the attractiveness of three factors namely: Salaries and Wages, Promotion Chances and Company Policies**.** Promotional chances is also another major determinant of job satisfaction as it indicates on employee's worth to the organisation which obviously boosts the employee's moral, especially in cases of high level jobs. A third factor in organizational structure is the Organizational policies as it makes a vital impact in the job satisfaction of employees. A structure which is more open and democratic in nature is more readily accepted and embraced compared to an autocratic and highly authoritative structure which causes resentment among the employees.

Current literatures have not fully established beyond necessary doubts, the impacts produced by organizational structure, work environment on job satisfaction among workers. The objective of this study is to evaluate the influence of dangote organizational structure on job satisfaction among its workers. It will also review the impact of work environment on employee's job satisfaction. To achieve the above objectives, the following hypotheses were formulated for the study:

$H0_1$: Organizational structure has no significant effect on employee job satisfaction in Dangote cement companies

$H0_2$: Work environment has no significant effect on employee job satisfaction in Dangote cement companies.

Literature Review

Concept Clarification

Organisational Structure (OS)

The organizational structure of a company can be defined as a system that lists how certain events are directed in order to actualize the goals of an organization. These activities can include responsibilities, roles and rules. According to Kenton (2021), the organizational structure determines how information is passed across from one level to the other within the company. For example, in decentralized flow, decision-making power and information is distributed within the different levels of the organization while in centralized structure, information and decisions flow from the top down. Most businesses have a high dependence on organizational structure. A successful structure clearly states each employee's job description and how such fits into the overall system, hence it can be stated that organizational structure lays down who does what to enable the organization meet its needs and objectives.

Job Satisfaction in Nigeria (JS)

Employment job satisfaction, hierarchical dedication, and strain at work among employees has recently become an issue that researchers are working to unravel. The organization's work is evolving as it is driven by globalization, monetary interest, creative developments, and

improved operational skills. Bamidele (2021) noted that employment strain has become an issue of concern with respect to job satisfaction, which can be induced by impossible responsibilities, competition, self-esteem, and work overload. It has been observed by researchers that an overwhelming employment strain created physiological effects (headaches, heart disease), behavioral effects (absenteeism, substance use), and negative psychological effects (depression), on employees. A decline of job satisfaction will negatively affect organizational engagement, and in turn affect the efficiency of their jobs.

Work Environment (WE)

As stated by Chandrasekar (2011), the workplace environment has a major impacts on employee productivity and engagement, and morale - both positively and negatively. Most industries have an unhealthy and unsafe work place environment. The unhealthy practices in such workplaces includes inappropriate lighting, insufficient safety measures, poorly designed workstations, lack of ventilation, unsuitable furniture, excessive noise in fire emergencies and lack of personal protective equipment. Such environment make the workers susceptible to occupational health hazards and negatively impacts employee's performance, thereby decreasing productivity. Employee's motivation and subsequent performance is highly dependent on the quality of the employee's workplace environment. A good employee engagement with the organization, especially with their immediate environment, greatly influence their absenteeism to work, collaboration with other employees, error rate, level of innovation and ultimately, the length of time they are able to keep up working in the company.

Theoretical Framework

There are Four (4) theories of job satisfaction and these theories give an insight into how several conditions in the work environment affect employee job satisfaction. Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. These theories played a big role in the understanding of job satisfaction, with the prime among them being the Maslow needs hierarchy theory**.** McLeod (2007) shared that Maslow's hierarchy of needs is a motivational theory in psychology made up of a five-tier model of human needs, displayed as hierarchical levels within a pyramid. Starting from the bottom of the hierarchy and moving upwards, the needs are: physiological (food and clothing), safety (job security), love and belonging needs (friendship), esteem, and self-actualization. Maslow upholds the fact that needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up.

The Herzberg's motivation-hygiene theory, according to Nickerson (2021), is a two-factor and it explains that job satisfaction and dissatisfaction occur and exist on two different fronts, each with its own set of factors. This idea is believed to be contrary to the traditional view of job satisfaction, which opines that job satisfaction and dissatisfaction are interdependent. Herzberg and his colleagues investigated fourteen factors influencing job satisfaction in their original study, classifying them as either hygienic or motivation factors. They came up with the idea that motivation factors increase job satisfaction while the presence of hygiene factors prevent job dissatisfaction.

Janse (2018) discussed that the Job Characteristics Model as proposed by Hackman and Oldham is a theory that is based on the ideology that a task in itself is the prime factor to the

employee's motivation. Hence a boring and monotonous job is negatively impacting to employee's motivation whereas a challenging, versatile job has a positive effect on motivation. The Job Characteristics Model came up from this point of view. In 1980, Richard Hackman and Greg Oldham presented the definitive form of the Job Characteristics Model in their book 'Work Redesign'.The theory specifies five job characteristics that are have a positive predictive value and benefit individuals' psychology and job results.

The fourth theory which was postulated by Gordon Allport, and was known as the Trait Theory / Dispositional Theory was established as an approach to study human personality and behaviour. It is the measurement of steady patterns of habit in an individual's behaviour, thoughts and emotions. Trait theorists deals with the measurement of 'traits', which lead to a better understanding of human personality. Over a period of time, it is believed that human traits become relatively stable, though being mildly influenced by the individual's social and environmental surroundings, disclosed Alyami (2020).

Research Methodology

The study adopted cross-sectional survey research design which has the basic characteristics that involves the collection and collation of data to facilitate the answering of research questions through the test of hypotheses (Onodugo, Ugwuonah&Ebinne, 2010). Primary data was collected through the use of structured questionnaire. Copies of the questionnaire were administered to the employees working in Dangote Cement Company in Gboko plant, Benue State. The target population of this study was 2650 employees working in Dangote Cement Company in Gboko plant, Benue State. The Krejcie and Morgan (1970) statistical formula for sample size determination from a finite population was used to determine the required sample size.

The formula is given below as:

$$n = \frac{\chi^2 NP(1 - P)}{d^2N - 1 + \chi^2 P(1-P)}$$

Where:

n = Sample size; χ^2= the table value of chi-square for 1 degree of freedom at the desiredConfidence level (3.841); N = the population size; P = the population proportion (assumed to be .50 since this would provide the maximum sample size); d= the degree of accuracy expressed as a proportion (.05).

Given that population size (N) is 2650, substituting the figures into the formula, the sample size is:

$$n = \frac{3.841\times 2650\times 0.50(1 - 0.50)}{0.05^2 (2650 - 1) + 3.841^2 \times 0.50(1-0.50)}$$

$$n = \frac{2544.66}{9.16}$$

n = 277.80

278

Given the suggestion of Mathers, Fox and Hunn (2009), that researchers should include a mark-up of 50% on the calculated sample size to cover for a fall in response rate of the sample or contingent problems associated with data collection, which may lead to difficulties in reaching the required number of sample that is needed for a precise data analysis as well as a sample size that adequately represents the actual population of the study, this study added a 50% mark-up to the calculated 278 sample size to make it up to 417.The instruments for measuring job satisfaction (JS) were three (3) altogether as proposed by Ironson, Smith, Brannick, Gibson, & Paul (1989), and Andrew and Withey (1976), and has a Chronbach alpha score of 0.95. Organisational structure (OS) was measured by two (2) modalities postulated by Frederick Taylor (1913) has a Chronbach alpha score of 0.82. Work environment (WE/) as a requirement for job satisfaction were measured with three (3) instruments as proposed by Lewin (1938) and has a Chronbach alpha of 0.87.

4.0 Result and Discussion

The present study adopted a two-step process to evaluate and report the results of PLS-SEM as suggested by Henseler, Ringle and Sinkovics (2009). This two-step process adopted in the present study comprises the measurement model and the structural model (Hair et al., 2014)

4.1 Assessment of the Measurement Model

Analysis of a measurement model involves determining individual item reliability, internal consistency reliability, convergent validity and discriminant validity (Hair et al., 2011; Henseler et al., 2009).Figure 1 presents the result of the measurement model

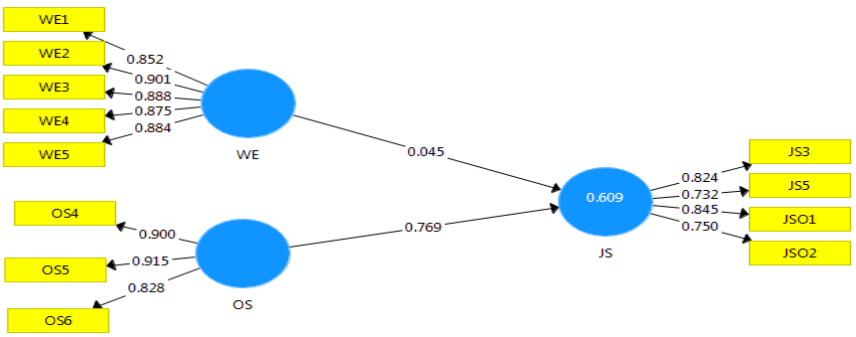


Figure 1: Measurement Model

In addition to the measurement model, Table 1 presents the result of individual item reliability, internal consistency reliability and convergent validity of this study.

Table 1:

Construct Reliability and Validity

Construct	Items	Loadings	CA	CR	AVE
Job Satisfaction	JS3	0.824	**0.798**	**0.868**	**0.623**
	JS5	0.732			
	JS1	0.845			
	JS2	0.750			
Organizational Structure	OS4	0.900	**0.856**	**0.913**	**0.778**
	OS5	0.915			
	OS6	0.828			
Work Environment	WE1	0.852	**0.927**	**0.945**	**0.775**
	WE2	0.901			
	WE3	0.888			
	WE4	0.875			
	WE5	0.884			

From Table 1, loadings of items measuring individual construct were greater than 0.7 which is the recommended threshold. However, items that failed this benchmark were deleted; they include JS4, JS6, OS1, OS2, OS3 and WE6. All the constructs in the study met the composite reliability benchmark of 0.7 and average variance extracted of 0.5. This suggest adequate internal consistency reliability of the measures used in this study (Hair et al., 2011).

In addition, convergent validity was assessed by examining the Average Variance Extracted (AVE) of each construct, as suggested by Fornell and Larcker (1981). To achieve adequate convergent validity, Chin (1998) recommended that the AVE of each latent construct should be .50 or more. Following Chin (1998), the AVE values (see Table 1) exhibited high loadings (> .50) on their respective constructs, indicating adequate convergent validity.

Heterotrait Momentrait (HTMT)

Henseler, Ringleand Sarstedt (2015) suggested a better approach to assess discriminant validity; HTMT refers to ratio of correlations within the constructs to correlations between the constructs. The approach is an estimate of what the true correlation between two constructs would be if they are perfectly measured. Kline (2011) recommended HTMT standard of 0.85 or less. However, Goldetal (2001) suggested that the value must not be greater than 0.90. This study adopted the criteria offered by Kline (2011) which is the latest. Table 2 displayed the details of the result. This is as presented in table 2.

Table 2: Discriminant Validity (HTMT)

Constructs	JS	OS	WE
Job Satisfaction			
Organizational Structure	0.631		
Work Environment	0.254	0.257	

The result of HTMT in Table 2 revealed that the cross loading of all the constructs used in this study satisfy the condition of Kline (2011) as the coefficient of the intercorelations are less than 0.85. Thus, this further confirmed the validity of the measures employed in the study for further analysis.

4.2 Assessment of the Structural Model

Hair et' al. (2013) identified four key criteria for assessing the structural model in PLS-SEM. These include assessments of significance of the path coefficients, coefficient of determination (R^2), the effect size (f^2), and predictive relevance (Q^2). Figure 2 present the result of the structural model.

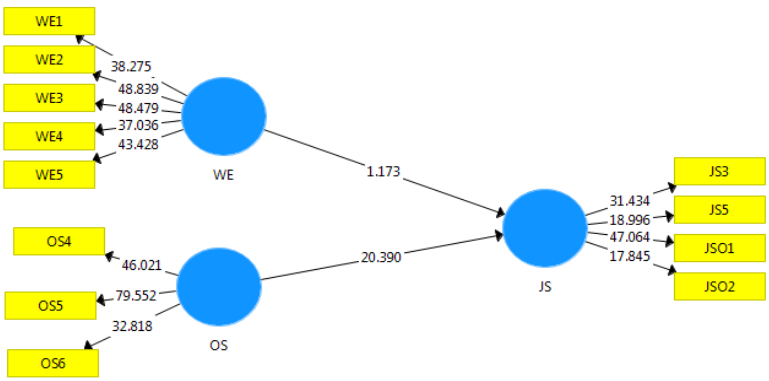


Figure 2: Structural Model

In addition to the structural model, Table 3 present the whole result of the path coefficients, coefficient of determination (R^2), the effect size (f^2), and predictive relevance (Q^2).

Table 3: Results of Structural Model

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
OS -> JS	0.769	0.765	0.038	20.390	**0.000**
WE -> JS	0.045	0.051	0.038	1.173	**0.241**
Coefficient of Determinant:					
R- Squared					0.609
Predictive Relevance:					
Q^2 (=1-SSE/SSO)					0.350
Effect Size				**F^2**	**Effect Size**
OS -> JS				0.014	Small
WE -> JS				0.112	Small

From Table 3, it can be seen that organizational structure has a significant positive effect on job satisfactionat 5% level of significance. This implied that adequate and better structure in Dangote Cement Company in Gboko plant, Benue State enhances employee satisfaction with their job. Thus, the hypothesis which states that organizational structure has no significant effect on employee job satisfaction is rejected. Similarly, work environment has positive and insignificant effect on employee job satisfaction. This suggested that enabling a favourable working environment in Dangote Cement Company in Gboko plant, Benue State can potentially improve employee job satisfaction. Hover, the insignificant effect suggested that working environment does not necessarily enhance employee job satisfaction. Hence, the hypothesis which states that work environmenthas no significant effect on employee job satisfaction is accepted.

Table 3 also displayed the variance explained by the model. Based on the criterion for assessing R^2 (Chin, 1998), all the independent variables explained 60.9% variance in employee job satisfaction. Thus, suggesting that both organizational structure and work environment explained a substantial variance in employee job satisfaction. In addition, it can be seen that the Q^2 values of employee job satisfaction is greater than 0. It has the Q^2 of 0.350, which means organizational structure and work environment have 35% relevance in predicting employee job satisfaction. Lastly, following the recommendation by Cohen (1988), all the variables (both organizational structure and work environment) have a small effect size on employee job satisfaction. That is the effect size for each construct is less than 0.15.

4.3 Discussion of Findings

The major objective in the study is to evaluate the impact of organizational structure and work environment on job satisfaction among workers in Dangote Cement. Results from the analysis of data shows that organizational structure has a significant and positive effect on job satisfaction among workers in the company. These finding are in tandem with Empirical studies of Cambell, Fowles, Weber (2005), Kakabadse and Worrall (2004), Ali (2004), Hage (1995), Spritzer (1996), which confirmed a significant and positive relationship between organizational structure and work environment and their effect on job satisfaction, and negates the findings of Stafford (1980) and Oi (1983), Clark (1996). On the contrary, aninsignificant positive relationship was established between work environment and job satisfaction with their jobs. This finding is inconsistent with the findings of Scherer's (1976), Kwoka (1980) and Idson (1990). In a nutshell, the overall result indicates that organizational structure is a very critical in motivating job satisfaction among workers which could result in growth and development in Dangote cement factor, Gboko, Benue Srtate, Nigeria while work environment may not necessarily be.

In a similar manner, the result also showcases that organizational structure and work environment can be negatively affected by employee dissatisfaction with their work. This therefore suggest that building a satisfactory job is very crucial in developing an improved and impressive organizational structure and work environment. This further supports the idea that regardless of the level of structure and work environment acquired, a great sense of job satisfaction will be necessary to strengthen the mindset of workers and improve their commitment to their work and ultimately boost the company's production. This view is affirmed by Idson (1990). Who mentioned that workers with a high sense of job satisfaction,

as evidenced by improved output, collaboration among staff and dedication to work, produce a positive feed-back which improves organizational structure and work environment.

5.1 Conclusion

The study concludes that work environment and organizational are crucial factors among workers in Dangote cement factor, Gboko, Benue State, Nigeria, towards enhancing and perfecting employee job satisfaction. These factors play an indispensable role in developing job satisfaction which itself is an established predictor of the company's management team managerial abilities and suitability of the company's policies. Specifically, a good organizational structure is an avenue that can improve job satisfaction. In the same vein, a favourable working environmentis another motivator that can enhance employee job satisfaction.

5.2 Recommendations

Based on the above findings, the following recommendations were made:

i. The Dangote cement company's management team, policy makers and other stakeholders should make and enact policies that focus on improving the working environment through improved safety measure, as this will boost employee confidence and interest in their work.
ii. The company should policies and ideologies that pave way for employee's growth and development and ensure rewards are made available to whom it's due, to encourage hard working employees, and improve job satisfaction.
iii. Putting in place measures to improve organizational structure and boost production through more adverts, giving more discounts, increasing marketing drive, and making products readily available to customers at the shortest possible time, in addition to structuring the time schedule for workers to ensure they give maximum input during their work hours.

5.3 Contribution to Knowledge

This study contributes to knowledge by providing insight into the drawbacks that creates job dissatisfaction and delineating modalities which can be put in place to correct the challenges and improve job satisfaction. It also reveals the massive benefits that can be accrued by making additional policies targeted at boosting staff participation at workplace. Finally, it gives more insight into the true positive relationship of improved work place environment and structure, and workers contentment with their jobs.

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