Introduction

Development of nations is primarily depends on the education system available in the country. Education is no-where without teacher who plays a pivotal role in ensuring achievement in an educational institution and students learning process *(Selamat and Samsu, 2013).* Education is the basic factor in the success or failure of a person individually and the nation as a whole. So it is very important to focus on education system and the persons who give the education, because those people are building the destiny of a nation which will have its everlasting impact on the whole world as well *(Danish et al., 2015).*

There is a movement toward advanced nursing education to keep pace with today's health care demands *(Jais and Mohamed, 2013).* Nursing is humanistic profession that needs theoretical education, practical skill and professional autonomy. In addition, every educational institution in today's competitive world wants to have a competitive advantage for facing numerous challenges (ever-changing technology and globalization). The highly competitive environment depends on academic staff success and sustainability by ensuring continuity in provision of quality services. Indeed retention of academic staff will help the universities accomplish their vision and

mission and hence become centers of excellence *(Hundera, 2014).*

Organizational climate is one of the foremost parameters that affect an organization's productivity, efficiency and ability to reach its objectives. In other words, the organizational climate is considered very important in the life of organization due to its clear effects and relations to the various regulatory activities. It affects employees' satisfaction, performance, success of the organization and its ability to continue *(Jeevan, 2013).*

Organizational climate refers to employee's shared perceptions of their work environment. Climate is an enduring state that affects behavior and how the work gets done. Some aspects of the environment that affect the organizational climate include morale, trust, leadership, teamwork, rewards, recognition, benefits/compensation and conflict resolution. Basically, climate is the internal atmosphere of the organization *(Rosenberg, 2014).*

According to *Newman (2013)* employees' perceptions of their organizational climate can be affected by the structure of the organization. While *Nagar (2014)* stated that the attitudes of organizational members towards the organization are based on such things as management

policies, supervisory techniques, the fairness of management, labor's reactions to management, work environment, organizational context, organizational structure, relationship between superior and subordinates, physical environment, values and norms.

Organizational climate increases productivity, it gives employees a voices to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. It directly influences both quality of work and the quality of life of members. It seems to play an important role in determining how people behave in an organization. Different climates attract and motivate different kinds of employees by subtly or blatantly defining the "rights and wrongs" for each organization. If people perceive that certain kinds of behavior will be rewarded, they will be motivated to engage in those behaviors. Similarly, if there is a feeling that other behaviors are punished, these will be avoided *(George, 2014).*

Job satisfaction is significant because an employee's attitude and beliefs may affect his behavior, Attitudes and beliefs may cause an employee to work harder or the opposite may occur and the employee may work less. Job satisfaction also affects a person's general wellbeing for the

reason that people spend a good part of the day at work, consequently if persons are dissatisfied with their work, this could lead to dissatisfaction in other areas of their life *(Redmond, 2013).*

Job satisfaction can be defined as the degree to which employees like their jobs, a pleasurable or positive emotional state resulting from employee perceptions about important facets of their jobs. Thus, it is an emotional response to various dimensions of job *(Sypniewska, 2013).* While *Hilmi (2016)* defined it as an employee's positive attitude towards the company, co-workers and, finally, the job.

Bakotic and Babic (2013) found that employees who work under difficult working conditions are dissatisfied. Employee satisfaction is closely related to productivity, which is then related to organizational performance. Employee satisfaction plays a considerable role in enhancing the profitability and improving operational performance of the organization and quality of its services.

Teachers play basic and dynamic role in the educational system. Good performance of students depends upon effective teaching of their teachers *(Selamat and Samsu, 2013).* It is very important to check the factors of

teacher satisfaction because their satisfaction will be reflected on their students and the education process as well. If teachers are satisfied with their work, they will definitely satisfy their students and increase their commitment level to the study, in this way teachers will be able to produce good scholars, who will build the nation and the world as well. Therefore, it is the need of hour to satisfy teachers then they will produce the required results in return. To the world, a teacher may be just an employee but to their students a teacher is real life hero, they will copy him/her and follow in their practical lives **(Danish et al., 2015).**

The nursing teaching staff members are the first and more senior group, also called "faculty teaching staff members" and known as "academic staff". Nursing teaching staff members comprise an important factor in determining the quality of education. Their job title begins with lecturers, then assistant professors and professors. They are hired according to the standards and criteria set by the institution with requirements of faculty members to engage in interactive behavior with students for purpose of providing education and knowledge to the learners at the college or university through affecting knowledge

(cognitive), skills (psychomotor) or feeling states (affective) change *(Ibrahim, 2016).*

Nursing teaching staff members are mostly responsible for dedicated teaching and importing knowledge to the students. They are builders of the nation and its wealth as well. There must be sufficient number of educated and experienced teachers in universities so that they can give attention to teaching as well as research. University administration members such as deans, chairs, principles, etc. are also considered as teaching staff members *(Majid, 2015).*

The assistant nursing teaching staff members are the second and less junior category they are also called assistant faculty members, they are graduates of nursing faculty, who were awarded high scores while graduation and appointed to work in the faculty. They have the job title "demonstrators" and "assistant lecturers". They generally work under supervision the senior category of the university educators. Additionally, the demonstrators have to pass master's degree in their different specialties, after that he/she have the job title "assistant lecturer". Their primary responsibility is direct instructions and supervision

of the clinical experience of students in the clinical settings *(Ibrahim, 2016).*

They are professional who have instructional assignments in lecture rooms or laboratories, have responsibility for a range of activities that include; leading lecture and activities connected with a single section of a multisession course under supervision of teaching staff member, leading discussion sections or problem sessions associated with courses taught by teaching staff member and finally leading laboratory sections under the general supervision of faculty member who has responsibility for the course *(Marilyn et al., 2013).*

Significance of the study:

Teaching necessitates passion, dedication and ability to deliver information. In nursing education, it requires more as it engages in multiple roles besides teaching and research there is clinical teaching and complex roles are expected from nursing teaching staff *(AbdElhalem, 2017).*

Organizational climate and job satisfaction are vital elements in any educational system, depends on the involvement, efforts and the contribution of the academic staff or their professional expertise. Numerous investigators have studied the organizational climate and job satisfaction

in health sector but rarely examined the organizational climate and job satisfaction among teaching faculty members for higher education *(Ahmed et al., 2014).*

Egypt has historic changes in the last few years. The researcher dreamt with the developmental changes to take place also in the health care through well educated, experienced and enthusiastic nursing generation who will develop, improve and raise the nursing career and healthcare as well. This can never be attained without satisfied teachers who are able to build the hopeful generation. Hence, this study will be carried out to assess the perception of nursing teaching staff members and their assistants regarding the organizational climate and measure their level of job satisfaction in an effort to put suggestions for actions between hands of decision makers to improve faculty climate and academic staff satisfaction to reach the dreamed goal.

Aim of the Study

The aim of this study is to compare between organizational climate and job satisfaction among nursing teaching staff members and their assistants through:-

1. Assessing organizational climate from point of view among the two study groups of subjects.
2. Determining level of job satisfaction among the two study groups of subjects.
3. Investigating the relationship between organizational climate and job satisfaction among the two study groups of subjects.

Research Question

Is there a relationship between organizational climate and job satisfaction among nursing teaching staff members and their assistants?

Literature review

Organizational climate

The most common management issue faced by organization is searching for creative flexible work climate that promotes job satisfaction and enhance organizational productivity *(Permarupan et al., 2013)*. Organizational climate is an aggregate of individual level perceptions and indicates the extent to which employees (as a collective) perceive how their organization is treating them. Thus organizational climate is more likely to directly affect the quality of its final product or service *(Mahajan and Benson, 2013).*

The study of organizational climate is important to explore organization, provides insights on how employees perceive their workplace, ultimately creates a descriptive overview of an organization characteristics, performance and finally to help in better understanding, prediction and management of employee behavior *(Gholami and Keyale, 2015).*

Definition of organizational climate

Organizational climate may be defined as the shared perceptions, meanings attached to policies, practices and procedures that employee's experience and behaviors they observe being rewarded, supported and expected *(Schneider et al., 2013).* In another definition, "Organizational climate is the meanings and evaluations that individuals give to the various processes and structures in their work environment, such as the meanings attached to jobs, coworkers, leaders, pay, performance, expectations, promotion, opportunities and equity of treatment" *(Schulz, 2013).*

Bernstrøm et al., (2013) argue for a broader definition looking at employee's perceptions of the organizational structure, this aspect of climate is seen when an organization's policies and procedures impact an employee's work environment, which in turn impact an individual's perception of the organization ultimately, creating the organizational climate

Ali and Patnaik, (2014) mentions that although climate has usually been used to describe organizations, the term can also be used to describe people's perceptions of groups or job assignments in which they work. It can be used to describe nonworking social systems, such as families, clubs and

dyadic relationships as well. This confirmed by *(Zweber et al., 2016)* who define organizational climate as a perception emerge naturally through thoughts and perceptions when employees with organization's policies, practices, structures and co-workers.

The definition for organizational climate used in this study is, the collective perceptions of employees on their interpersonal interactions with (co-workers, supervisors and administrators) and their perceptions of their interactions with organizational policies, procedures and structures *(Jeremy et al., 2017).*

Importance of Organizational Climate

The importance of measuring organizational climate is critical, as it has been shown to link to a variety of outcomes and successful organizational functions. Positive organizational climate facilitates good working relationships between the organization's management and employees that employees could experience efficient communication, innovation, team spirit and decentralized decision-making processes *(Moghimi and Subramaniam, 2013).*

There is relationship between organizational climate and the attraction, retention of employees, productivity, effectiveness which, when translated into results shows

growth in sales and earnings, return on sales and lower employee turnover. Climate is the key to business results, stating that motivated employees will be more productive, more passionate and more engaged, thus resulting in significant and cost-effective output *(Yen and Teng, 2013).*

Laschinger et al., (2014) suggested that when work in organization that its climate empowers professional nursing practice and civil interpersonal relationships among employee coworkers, they are less likely to experience work stress or burnout and empower nurses, they demonstrate greater job satisfaction and organizational commitment. Supportive work environment is related to employees' performance, as positive work climate will result in motivated employees who enjoy their work

Organizational climate assists managers to understand the relationship between the processes and practices of the organization and employee's needs by understanding how different practices and initiatives stimulate employees, managers will be able to understand what motivates employees to behave in a manner that leads to a positive climate and results in organization success *(Hairr et al., 2014).*

Positive climate encourage employee's performance because it enhance individual efforts to routinely do what is

needed to meet goals and maintain work environment; even if it is "above or beyond" normal expectations. on the opposite side (negative climate) working in poor climate causes people to lose confidence in the organization, inhibit discretionary effort, lower their commitment to their team and disengage them from organizational objectives *(Mather, 2014).*

Organizational climate has important outcomes at individual, group and organizational levels; and can greatly influence job satisfaction, individual job performance, organizational performance, organizational success and achieving organizational effectiveness. Organizational climate can also influence employees' perception, knowledge, innovations and motivation *(Ali and Patnaik, 2014).*

Dimensions of organizational climate are related to a variety of business outcomes such as employee retention, turnover, empowerment, satisfaction and competency performance such as growth, productivity, customer satisfaction and profitability *(Jeremy et al., 2017).*

Organizational climate influences largely the performance; it has a major impact on motivation and job satisfaction of individual employees. Organizational climate

determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organizational climate is directly related to the efficiency and performance of the employees *(Warnalatha, 2017).*

Types of organizational climate

Organizational climate is the general atmosphere surrounding organization based on employees' perceptions, thus the types of the climate in organizations should be known. Types are named dually like two ends of a straight line as follow: closed climate, open climate, restrictive climate, supportive climate, disengaged climate and engaged climate *(Hoy and Miskel, 2013).*

Closed climate: This is the least desirable climate profile. Within a closed climate, there are two major problems present. First, there is little to no social cohesiveness, lack of respect among the employees and manager, which consequently causes apathy. Second, there is minimal task achievement, as there is no emphasis on task accomplishment rather than manager stresses on routine unnecessary paper work so employees minimally respond, that results in decreasing productivity. The manager is strict, rigid, inconsiderate and unsupportive.