



Examining the moderating role of a leader's emotional intelligence on the influence of organizational climate on job satisfaction among Youth-Owned and Managed Small Businesses (YOMSB) in Sub-Saharan African (SSA) Economy



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ABSTRACT

Even though the role of effective human resource management, including organizational climate, has been cited as a crucial predictor of diverse employee outcomes such as employee job satisfaction, the mechanism through which the organizational climate and job satisfaction can be enhanced or diminished is underexplored in human resource literature. This study dwells on Herzberg's two-factor perspective to push the boundaries of knowledge by showing that the organizational climate-job satisfaction link depends on varying conditions of leaders' emotional intelligence. The proposed model was tested using survey data from randomly selected 602 Youth-Owned and Managed Small Businesses employees in Ghana. The data was analyzed using structural equation modeling with the aid of SMART PLS. The findings revealed that organizational climate has a significant positive direct effect on job satisfaction. Emotional intelligence also exhibited a significant positive relationship with job satisfaction. Additionally, emotional intelligence positively moderated the organizational climate-job satisfaction link, such that higher emotional intelligence enhanced this relationship. The findings indicate that though organizational climate drives job satisfaction, emotional intelligence serves as an amplification mechanism to extract even greater satisfaction in small businesses in Ghana. Our findings make a contemporary contribution to Herzberg's two-factor and important managerial guidance for owners and managers of Small Businesses in resource-constrained regions like SSA.

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Introduction

Effective human resources management in organizations, irrespective of size or age, has implications for their performance (Meier & Melton, 2016; Iqbal, 2018; Mohammad et al., 2021). For human resources to be well managed, there is a need for an excellent organizational climate (Al-Kurdi et al., 2020). According to Schneider, Ehrhart, and Macey (2016), organizational climate refers to the sum of employees' interpretations of the policies, practices, and procedures they encounter at work, as well as the behaviors they observe being rewarded, supported, and expected regarding the human resources of the organization. Given that organizational climate is grounded in collective sense-making around policies, structures, and expectations relating to people management, organizations must be deliberate about fostering the necessary precedents and social information cues to optimize the climate perceptions shaped within their workforce (Birdie & Jain, 2016). In other words, the employees' work environment must be conducive enough to enhance their satisfaction in the workplace (Agbozo et al., 2017). Thus, understanding how job satisfaction may be driven by organizational climate remains crucial in human resource management research (Ahmad et al., 2018). While the relationship between organizational climate and job satisfaction is well discussed in the literature (Thakre & Shroff, 2016; Fernandes, 2016; Tsui-Ping, 2017; Rao, 2017; Woko et al., 2018; Ahmad et al., 2018; Okoli, 2018; Li et al., 2020; Rinawati & Nasution, 2020), prior studies

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have primarily focused on the direct link between organizational climate and employee outcomes (job satisfaction), giving little attention to how and when this relationship occurs (see Table 1). Thus, how and when this organizational climate-job satisfaction relationship occurs has been limited, particularly in youth-owned and managed small business settings, particularly in emerging economies like Sub-Saharan Africa.

A review of existing literature (see Table 1) reveals a significant gap in research on moderators between organizational climate and job satisfaction. Only two published studies have explored this area, with conflicting results. Ahmad et al. (2018) found no moderating effect of personality traits, while Jufrizen and Pratiwi (2021) demonstrated work ethics as a moderator (see Table 1). The role of leadership characteristics, particularly leader emotional intelligence, as potential moderators remains unexplored. This is despite evidence suggesting emotionally intelligent leaders better foster positive organizational climates (Hamidianpour et al., 2015). This gap presents an opportunity to investigate how leadership qualities, especially emotional intelligence, may influence the relationship between organizational climate and job satisfaction.

Drawing on a contingency perspective, this study argues that the effect of organizational climate on job satisfaction may be contingent on the leader's ability to recognize, understand, manage, and effectively use one's own emotions, as well as the emotions of others. The rationale is that leaders with high emotional intelligence are expected to create a conducive organizational climate or working environment that meets employees' emotional needs, increasing their job satisfaction (Shabarwal & Sharma, 2019). The concept of emotional intelligence, defined as the ability of an individual to exhibit both personal and social competencies to deal with their emotions and colleagues' emotions in the workplace effectively (Asiamah, 2017; Samuel & Das, 2020), has gained prominence in recent years as a critical skill for success in the workplace. However, limited research examines how leaders' emotional intelligence moderates the impact of organizational climate on job satisfaction. This paper attempts to address this gap by investigating the moderating role of a leader's emotional intelligence in the relationship between organizational climate and job satisfaction. By examining whether and to what extent a leader's emotional intelligence enhances or dampens the impact of the organizational climate on job satisfaction, this study seeks to provide valuable insights for practitioners and researchers. A deeper understanding of these dynamics can inform organizational policies and interventions to create more satisfying and productive work environments, ultimately benefiting employees and their organizations.

The outcome of this study makes a twofold contribution. First, this study is among the few attempts to empirically validate how job satisfaction could be achieved through organizational climate in the context of Youth-owned and managed small businesses in developing economies like Ghana. Youth-owned startups and small businesses are major drivers of innovation and economic growth in many emerging economies (Makanga, 2022). Understanding factors affecting satisfaction and performance in youth-led small businesses can inform support policies and interventions by governments or development agencies to foster the growth and survival of these ventures, which has implications for overall national economic development. Second, our study pushes the boundaries of knowledge by demonstrating the varying conditions of emotional intelligence under which the effect of organizational climate on job satisfaction could be enhanced. The remaining parts of the paper are organised as follows: the literature review is provided next, followed by a section discussing the methodology. The data analysis is then presented and discussed in the subsequent section. Finally, the conclusion, limitations, and suggestions for further study are provided in the last section.

Literature Review

Theoretical and Conceptual Background

The Concept of Job Satisfaction

Job satisfaction can be defined from two standpoints (Oravee et al., 2018). In the first viewpoint, job satisfaction is described from the affective or emotional perspective, which is a subjective representation of an emotional feeling individuals have about their jobs. In line with this view, Locke (1976:1304), who is considered a pioneer in this field, described the concept of "job satisfaction" as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." The second approach to a definition of job satisfaction, also referred to as the cognitive approach, unlike the earlier affective approach, is more objective and entails a logical assessment of numerous aspects of work (Oravee et al., 2018). In line with this approach, Kantek and Kaya (2017) defined job satisfaction as the match between employees' expectations and the benefits they receive from their employer, which is demonstrated in their attitudes, beliefs, knowledge, behaviour, and assessments of their organisation.

While the definitions of the two approaches to job satisfaction are distinct, it can be argued that cognitive job satisfaction might help bring about affective satisfaction. When the cognitive assessment of the different aspects of the job is perceived as favourable, it results in a positive emotional or affective response referred to as job satisfaction. This study adopts Lambert, Qureshi, Frank, Klahm, and Smith's (2018) definition, which combines both the affective and cognitive approaches to provide a broader sense of what job satisfaction means. In their definition, they referred to it as an affective (emotional) response by an individual or group of people regarding their work, resulting from a comparison of actual results with those that are expected, desired, and needed in relation to several aspects, such as pay, working environment, collegial support, and communication.

Table 1: Literature Review

Authors	Independent Variable	Dependent Variable	Other (Mediating and Moderating)	Context &Data	Findings
Alonderiene and Majauskaite (2016)	Leadership style	Job satisfaction	72 faculty members and ten supervisors from Lithuanian public and private universities.	Significant positive impact of leadership style on job satisfaction of faculty where servant leadership style has been found to have the highest positive significant impact on job satisfaction of faculty while controlling autocrat leadership style has the lowest impact
Anari (2012)	Gender and age	Emotional intelligence, job satisfaction, and organizational commitment.	Ex post facto research design was used among high school English teachers. A sample of 84 high school English teachers	The study's results indicate a positive significant relationship between emotional intelligence and job satisfaction, between emotional intelligence and organizational commitment, and between job satisfaction and organizational commitment.
Li et al. (2010).	Proactive personality	Job satisfaction and organizational citizenship behavior	...	A sample of 200 Chinese employees within 54 workgroups	Results show that a proactive personality was associated with employees establishing a high-quality exchange relationship with their supervisors.
Griffin et al. (2010).	Burnout of Correctional Staff	Job Involvement, Job Stress, Job Satisfaction, and Organizational Commitment	...	220 staff members at a private, midwestern, maximum security prison.	The findings highlight the significance of these variables in relation to burnout.
Gunlu et al. (2010).	Job satisfaction	Organizational commitment	123 Managers in large-scale hotels in the Aegean region of Turkey	The findings indicate that extrinsic, intrinsic, and general job satisfaction significantly affect normative and affective commitment.

Aydin et al. (2013).	School Principals' Leadership Styles	Teachers' Organizational Commitment and Job Satisfaction	Twelve teachers' responses from Turkey were analyzed using the meta-analysis method.	The research results showed that the transformational leadership style particularly affected teachers' job satisfaction and organizational commitment positively.
Tsai (2011)	Organizational Culture, Leadership Behavior	Employee job Satisfaction	Hospital nurses in Taiwan using a well-structured questionnaire response of 200	Organizational cultures were significantly (positively) correlated with leadership behavior and job satisfaction, and leadership behavior was significantly (positively) correlated with job satisfaction.
Diamantidis and Chatzoglou (2018)	Job environment and management support	Job performance	79 managers and 392 employees from small- and medium-sized enterprises	The results indicate that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance.
Bakotić (2016)	Job satisfaction	Organisational performance	...	40 large- and medium-sized Croatian companies, with 5806 employees surveyed.	The study's findings discovered that job satisfaction determines organizational performance rather than organizational performance determining job satisfaction.
Shanafelt et al. (2015)	Organizational Leadership	Physician Burnout and Satisfaction	3896 surveyed physicians and scientists working for a large healthcare organization.	The findings assert that the leadership qualities of physician supervisors appear to impact the well-being and satisfaction of individual physicians working in healthcare organizations.
Lyon and Ivancevich (1974)	Organizational climate	Job satisfaction	450-bed teaching-referral medical center hospital located at a large	Different climate dimensions influence individual job satisfaction facets for

				midwestern university.	nurses and administrators, and the impact of organizational climate on satisfaction varies with the climate dimension and the type of satisfaction.
Ahmad et al. (2018).	Organizational climate	Job satisfaction	Personality traits	Using hierarchical regression methodology.	The results imply that personality traits moderate the relationship between certain aspects of organizational climate and job satisfaction.
Monika and Kaliyamurthy (2017)	Organizational Climate	Organizational Climate	...	Harihar Alloys Pvt. Ltd., Tiruchirappalli, TamilNadu, India	Results indicate a significant positive relationship between organizational climate and job satisfaction among the employees in Harihar Alloys Pvt. Ltd that the climate of an organization and job satisfaction vary together.
Kinasih (2022)	Organizational Climate, Human Resources Quality, Work Ethos, and Job Satisfaction	Employee Performance	125 employees of PT Karya Prima Usahatama	Results obtained in this study show a significant influence of organizational climate, quality of human resources, work ethic, and job satisfaction on employee performance simultaneously.
Kaya and Topcu (2010)	Human resource management activities and organizational climate	Job satisfaction	Turkish banks: 346 employees from 19 banks	The findings show that, in addition to the positive impact of HRM activities, the organizational climate, in particular, significantly contributes to job satisfaction.
Haryono et al. (2019)	Organizational Climate And Organizational Justice	Job Satisfaction	75 samples of district coordinators at Statistics Central Bureau, Yogyakarta.	The study's results revealed that organizational climate and organizational justice significantly affected statistics district coordinators' job satisfaction.

Gaviria-Rivera and Lopez-Zapata (2019)	Transformational Leadership	Organizational Climate and Job Satisfaction	185 leaders and work team collaborators from Colombian companies belonging to the construction sector	The results showed that transformational leadership positively influences work teams' job satisfaction and organizational climate.
Adenike (2011)	Organizational Climate	Employee Job Satisfaction	Academic staff from a private Nigerian University, Covenant University, Canaanland, Ota, with a total population of four hundred and nineteen (419).	Findings show a significant positive relationship between organizational climate and job satisfaction.
Jufrizen and Pratiwi (2021)	Organizational Climate	Employee Job Satisfaction	Work Ethics	30 employees of PT Indonesia Asahan Aluminum.	The results of this study prove that the organizational climate is directly significant to employee job satisfaction, and work ethics does not moderate the effect of organizational climate on employee job satisfaction at PT Indonesia Asahan Aluminum.
Riyanto and Panggabean (2020)	Leadership, Organizational Culture, and Organizational Climate	Employee Job Satisfaction	88 employees from 112 populations of PT Garuda Indonesia (Persero) Tbk	The results of this study indicate that the leadership variables partially do not significantly impact employee job satisfaction.
Schyns, Veldhoven and Wood (2009)	Organizational climate, relative psychological climate	Job satisfaction	large national British survey (the Workplace Employment Relations Survey of 2004) of 19,993 employees within 1,593 workplaces	The study revealed that workplace-supportive leadership climate quality, climate strength, and individual relative leadership climate position are shown to be significantly associated with job satisfaction.
Okoli (2018)	Organizational Climate	Job Satisfaction	182 academic staff of the selected private universities in Southeast Nigeria	The results showed a significant relationship between the organizational climate dimensions (leadership style and

						academic freedom) and job satisfaction dimensions (satisfaction with administrative support and working conditions).
Downey et al. (1975).	Individual Needs, Organizational Climate, Job Satisfaction A	Performance	...		92 managers from one industrial firm.	The study indicated job satisfaction to be a function of the interaction between the individual's personality characteristics and the perceived environment (organizational climate).
Hashemi and Sadeqi (2016).	Organizational climate	Job satisfaction	...		Employees of government departments in Divandarreh	Findings confirm the relationship between organizational climate and job satisfaction. This means that emphasizing and managing organizational climate helps to promote job satisfaction
Sunarsih (2017)	Organizational Climate, Motivation, and Job Satisfaction	Employee Performance		Universitas Terbuka; 120 employees at both the head and regional offices (UPBJJ-UT) in Bogor area.	Results showed that the effects of organizational climate and job satisfaction on employee performance were insignificant, whereas motivation significantly influenced employee performance.

The Concept of Organizational Climate

Organisational climate is defined by Schneider, Ehrhart, and Macey (2016) as the sum of employees' interpretations of the policies, practices, and procedures they encounter at work, as well as the behaviours they observe being rewarded, supported, and expected in regard to the human resources of the organisation. According to Viswanathan (2015), the perception of an organisation's processes, policies, interpersonal dynamics, employee conduct, management's expectations for performance, and room for professional development from employees' perspectives, contribute to its overall climate. In the context of YOMSB in Ghana, the researchers contend that employee perceptions of their interactions with other employees, as well as organisational policies, systems, and values, can influence the type of organisational climate that exists. Positive perceptions about the working environment could lead to forming a positive organisational climate from the employees' perspective. The converse also holds, in other words, that negative perceptions about the working environment could influence employees' perceptions of the organisational climate as being hostile.

The concept of Leader’s Emotional Intelligence

A leader's emotional intelligence is defined as the ability of a leader to exhibit personal and social competencies to deal with his or her emotions and those of others in an organisational setting (Sankabak et al., 2018). This explains emotional intelligence from the

perspective of both personal and social competencies, linking it to Goleman's model of emotional intelligence. This definition (Sankabek et al., 2018) has elements of Goleman's model, which posits that for individuals to be emotionally intelligent, they should be able to exhibit personal competencies such as self-awareness and self-management, as well as social competencies such as social awareness (empathy) and relationship management (Goleman, 2001). The researchers adapted Sarkabak et al.'s (2018) definition in this study, and the rationale for the choice is that they believed that emotional intelligence is best explained adequately at the personal and social levels of managing emotions.

Youth-owned and managed small businesses context

In the last decade, Ghana has received much attention for its economic transformation and small business activities (Dzogbewu et al., 2022). Further, Ghana is a fast-growing economy in sub-Saharan Africa (Nyadera et al., 2022) and is undergoing rapid institutional and structural changes (World Bank, 2017). The population of Sub-Saharan Africa is above 1 billion and is expected to approach 2 billion by 2050; hence, the available labor force must be able to find employment (Zuberi & Thomas, 2012). Oluwaley (2021) and Anyanwu, Ojima, and Ajudua (2021) further asserted that unless jobs are created to address the high levels of the current prevailing youth unemployment, there is a high probability of the lack of jobs would result in political instability. The YOMSB sector has become an emerging sector in Ghana today due to the relatively high prevalence of youth unemployment (Adeosun & Shittu, 2021). Thus, the Ghana government is encouraging graduates from educational institutions to start their businesses by taking advantage of new government policies that support SMEs (Ministry of Finance, 2017). Manolache and Netedu (2017) assert that, among other things, the proper management of human resources is a crucial strategy for every organization's survival and high performance. In this regard, if YOMSB is to stay competitive, issues related to human resource management (such as leadership, organizational climate, and employee welfare) require attention and research (Rao, 2017). However, since this sector is under-explored in Ghana regarding social research, this study is a step in the right direction to tackle pertinent concepts in the human resource management field relevant to the success of YOMSB in Ghana.

Herzberg's Two-Factor Theory

Herzberg's motivation theory, also known as the two-factor theory or motivator-hygiene theory, states that there are two main sets of factors that influence job satisfaction and motivation (Herzberg, 1966; Kotni & Karumuri, 2018; Alrawahi et al., 2020). Motivators are intrinsic factors that positively influence job satisfaction and encourage employees to work harder, including achievement, recognition, the work itself, responsibility, advancement, and growth (Sanjeev & Surya, 2016). They motivate employees to put forth superior effort and performance. Hygiene factors are extrinsic factors that, while they may not directly improve job satisfaction, must be present to avoid dissatisfaction (Bhatt et al., 2022). Hygiene factors include company policies, supervision, salary, interpersonal relations, and working conditions. Their absence can lead to job dissatisfaction. While motivators create satisfaction by fulfilling individuals' needs for meaning and personal growth, hygiene factors create an environment good enough for employees to remain motivated (Alshmemri et al., 2016). According to Herzberg (1966), strong hygiene factors must be employed to avoid dissatisfaction and strong motivators must be used to inspire job satisfaction and encourage peak employee performance. Based on Herzberg's Two-Factor Theory, satisfaction (motivators) and dissatisfaction (hygiene factors) independently influence employee attitudes.

Herzberg's two-factor theory greatly influences Youth owned and managed small businesses in Ghana. Drawing from Herzberg's two-factor theory, organizational climate encompasses hygiene-related aspects like company policies, workplace physical environment, compensation structures, quality of supervision, and interpersonal relationships that can cause employee discontent if handled poorly. Conversely, job satisfaction aligns with the motivational factors that provide intrinsic fulfillment. Satisfaction emerges when employees gain inner growth and purpose through accomplishments, praise, heightened accountability, and advancing their career development, as Herzberg outlined regarding motivational influences. Emotionally intelligent leadership is critical for providing apt hygiene by cultivating organizational climate while also elevating intrinsic motivators like achievement, growth, and recognition that fuel satisfaction. Leaders with high emotional intelligence can effectively manage their emotions and relationships with followers, offsetting the adverse effects of subpar climate factors. Thereby, emotional intelligence serves leaders as a moderator - enhancing their climate cultivation's influence on the separate outcome of job satisfaction, which is motivated by intrinsic elements. In essence, climate addresses baseline hygiene needs, but further boosting satisfaction requires fueling motivators. Emotionally intelligent leaders are uniquely equipped to provide climate hygiene while elevating motivators. Testing this interplay of hygiene climate factors with leaders' emotional intelligence as a moderator of ultimate motivator satisfaction aligns with Herzberg's bifurcated two-factor influences. It advances theory by revealing that leaders' emotional intelligence contingency effect either strengthens or dampens the organizational climate and job satisfaction relation consistent with the sequential dynamics Herzberg elucidated. It allows individuals to navigate better and respond to the conditions of their work environment, potentially offsetting the negative impact of a less-than-ideal organizational climate on their overall job satisfaction, as shown in Figure 1 below.

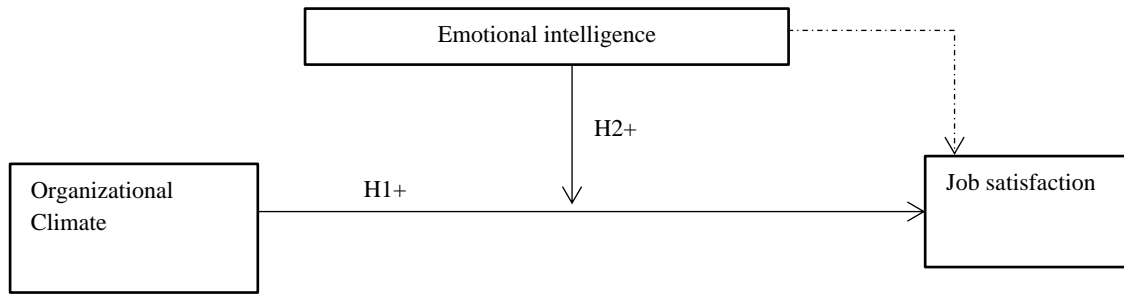


Figure 1: Conceptual model

Empirical Review and Hypothesis Development

Organisational Climate and Employee Job Satisfaction Relationship

Job satisfaction is an essential concept that managers of YOMSB in Ghana should give attention to as far as the management of human resources is concerned. In doing so, YOMSB must first understand employees' expectations about the job to meet these expectations and achieve employee satisfaction. Additionally, there is a need for leaders of YOMSB to ensure that basic features such as good working conditions, good salaries, and a comfortable, safe, and clean environment with a modern and equipped workspace are in place. Establishing these features would enhance performance and enable adequate support from supervisors and colleagues to improve satisfaction. Several studies over the past two decades have been conducted about factors that affect employees' job satisfaction (Usman & Jamal, 2013; Miller, 2014; Squires et al., 2015; Santti et al., 2017). Factors influencing or determining job satisfaction can be grouped into two main categories: environmental and personal (Alghamdi et al., 2018).

In an Asian setting, Rinawati and Nasution (2021) looked into how factors, including organizational structure, norms, responsibilities, rewards, organizational support, and commitment, which define organizational climate, impact employee job satisfaction among Indonesian doctors in their workplace. This study found that organizational climate and employee satisfaction positively correlated. Ahmad et al. (2018) also aimed to understand the relationship between organizational climate and job satisfaction in a sample of Malaysian businesses, using participants' personality types as moderators. Organizational climate was found to have a direct and statistically significant positive association with employee satisfaction. The research also found that personality variables moderated the connection between work environment factors and satisfaction.

Similarly, Thakre and Shrof (2016) surveyed workers in Mumbai, India, to assess the association between their organization's climate, stress, and job satisfaction. According to the study's findings, Organisational role stress was lower, and job satisfaction was found to be better for employees working in a positive compared with a negative organizational climate. Li, Huang, and Chen (2020) looked at the effects of organizational climate on voluntary child welfare workers' job satisfaction and, by extension, turnover in a developed country like the United States of America. The direction of these associations is also important, with an excellent organizational climate associated with higher levels of job satisfaction, which is associated with greater levels of intent to stay in child welfare and lower levels of intent to leave. Additionally, the study found that job satisfaction fully mediated the organizational climate and intentions to quit relationships. In contrast, it partially mediated the organizational climate and intentions to maintain relationships in child welfare. In a corresponding study, Pecino-Medina et al. (2015) examined the effect of organizational climate on employees' levels of job satisfaction. The study's findings revealed that the climate in administrative areas of the institution positively impacted employee job satisfaction.

The purpose of the research conducted by Makhathini and Van Dyk (2018) was to assess the extent to which organizational environment, job satisfaction, and leadership styles relate in the context of South African soldiers. The study showed that organizational climate significantly increased employee job satisfaction and commitment. However, the results of a multiple regression study showed that, while workplace atmosphere did predict employee commitment, it failed to predict job satisfaction. Woko et al. (2018) researched the connection between organizational climate and employee satisfaction in a sample of Nigerian manufacturing firms. The study's findings indicated that the manufacturing firms' organizational climates positively impacted job satisfaction. Similarly, Okoli (2018) researched the connection between organizational climate and job satisfaction among faculty members at a few private universities in Southeast Nigeria. The study's findings demonstrated a positive relationship between organisational climate and employee satisfaction. Finally, Gaunya (2016) looked into how the climate of organizations affected job satisfaction in Kenya's Kisii County. The association between job satisfaction and organizational climate dimensions, such as feedback on performance, administrative style, and supervisor support, were significant and positive, according to the study's findings.

In the Ghanaian context, Boateng, Kanyandewe, and Sassah (2014) investigated employees' perceptions of their working environment and how the different dimensions of organizational climate affect their job satisfaction in the manufacturing industry. The study results show that dimensions of organizational climates, such as identity, conflict management, and rewards, correlate with job satisfaction. The above evidence indicates that organizational climate significantly impacts employee job satisfaction across different

firm settings in different contexts. This gives the impression that ensuring that their organizational climate is conducive can enhance employee job satisfaction. Relating these findings to the current study, it can be argued that the organizational climate of YOMSB could have a positive impact. Hence, the study hypothesizes that:

H1: A significant positive relationship exists between organizational climate and employee job satisfaction.

Relationship between a Leader's Emotional Intelligence and Employee Job Satisfaction

Literature from across the globe, with the majority from Asia, has thoroughly examined the leader's emotional intelligence and employee job satisfaction relationship. For instance, Lan and Trinh (2020) studied the connection between emotional intelligence (EI) and job satisfaction at a Vietnamese electronics company. They found that all five components—self-awareness, self-regulation, self-motivation, empathy, and social skills—positively impacted job satisfaction. In a Pakistan-based study, Suleman, Syed, Mahmood, and Hussain (2020) examined the connection between job satisfaction and the emotional intelligence of secondary school heads. According to the results, job satisfaction and emotional intelligence were positively related. The subdimensions of emotional intelligence and job satisfaction were also positively related. Similar research was conducted by Shabarwal and Sharma (2019) on police officers from the Jammu division of India to determine the association between emotional intelligence, job satisfaction, and gender differences in emotional intelligence. Results showed a substantial positive association between police officers' job satisfaction and emotional intelligence. Following the findings mentioned above, Kumar (2018) also discovered that emotional intelligence and job satisfaction among employees of HDFC banks in India had a significant positive association. Joshi, Suman, and Sharma (2015) and Long, Yaacob, and Chuen (2016) found that emotional intelligence favors job satisfaction in Malaysia and India.

Downing (2016) examined how managers' emotional intelligence and transformational leadership styles relate to employee job satisfaction levels in both blue-collar and white-collar work environments in Texas, America. The study's results showed a statistically significant relationship between managerial leaders' emotional intelligence and employees' job satisfaction in both blue-collar and white-collar environments, in addition to establishing a relationship between transformational leadership and job satisfaction.

Similarly, Zamani et al. (2016) assessed the components of emotional intelligence (self-motivation, self-awareness, self-control, empathy, and social skills) and job satisfaction of Iranian university employees. The findings indicated a strong correlation between employees' job satisfaction and emotional intelligence. Kassim, Bambale, and Jakada (2016) investigate the connection between lecturers' emotional intelligence and job satisfaction in universities in Kano State. The study's findings showed a significant positive association between emotion and the regulation of emotion and job satisfaction but not between self-emotional evaluation and other emotion appraisals. Similarly, Yaya et al. (2016) explored the association between emotional intelligence, job satisfaction, and the productivity of librarians in Nigerian public universities. The study's findings showed that the relationship between emotional intelligence and productivity was upbeat, and so was the relationship between emotional intelligence and job satisfaction. Korankye and Amakyewaa (2021) examined the effects of emotional and spiritual intelligence on job satisfaction and employees' intentions to leave their positions in telecommunications companies in Ghana. The study's findings suggest that emotional intelligence positively impacts employees' intentions to leave their jobs and their level of job satisfaction. Tagoe and Quashie (2017) looked at nurses' job satisfaction and emotional intelligence relationship in the same Ghanaian context. The results revealed a strong positive association between nurses' job satisfaction and emotional intelligence.

Commenting on the literature in which the relationship between emotional intelligence and job satisfaction is examined, a significant relationship between the two variables existed despite the differences in the country of study. This implies that developing leaders' emotional intelligence can enhance employee job satisfaction. Therefore, in terms of the literature and the above comments on the current subject of study, the researcher opines that leaders' emotional intelligence could positively impact employee job satisfaction in YOMSB. Hence, the study hypothesizes:

H2: A significant positive relationship will exist between emotional intelligence and job satisfaction.

The moderating role of emotional intelligence on the relationship between organizational climate and job satisfaction.

As indicated earlier, organizational climate has been found to positively affect employee job satisfaction. For instance, Ahmad, Jasimuddin, and Kee (2018), it was established that organizational climate has a direct and statistically significant positive association with employee satisfaction. Similarly, Rinawati and Nasution (2021) looked into how factors, including organizational structure, norms, responsibilities, rewards, support, and commitment, that define organizational climate impact employee job satisfaction among Indonesian doctors in their workplace. This study found that organizational climate and employee satisfaction positively correlated. Gaunya (2016) also looked into how the climate of organizations affected job satisfaction in Kenya's Kisii County. The association between job satisfaction and organizational climate dimensions, such as feedback on performance, administrative style, and supervisor support, were significant and positive, according to the study's findings. Finally, in the Ghanaian context, Boateng, Kanyandewe, and Sassah (2014) investigated employees' perceptions of their working environment and how the different dimensions of organizational climate affect their job satisfaction in the manufacturing industry. The study's findings showed a positive relation between the variables. This implies that organizational climate is an effective predictor of employee job satisfaction.

A leader's perceived emotional intelligence level in an organization also impacts employee job satisfaction. In line with the latter, Lan and Trinh (2020) established that improved emotional intelligence results in a corresponding increase in employee job satisfaction. Likewise, Suleman et al. (2020) found that job satisfaction and emotional intelligence are positively related. Similar research by Shabarwal and Sharma (2019) showed a significant positive association between police officers' job satisfaction and emotional intelligence. Following the findings mentioned above, Korankye and Amakyewaa (2021) examined the effects of emotional and spiritual intelligence on job satisfaction and employees' intentions to leave their positions in telecommunications companies in Ghana. The study's findings suggest that emotional intelligence positively impacts employees' intentions to leave their jobs and their level of job satisfaction. Finally, Tagoe and Quashie (2017) looked at nurses' job satisfaction and emotional intelligence relationship in the same Ghanaian context. The results revealed a strong positive association between nurses' job satisfaction and emotional intelligence. This means that employee job satisfaction in an organization is influenced by the extent to which leaders demonstrate emotional intelligence.

Drawing from the personal or intra-perspective aspect of Goleman's model of emotional intelligence, an emotionally intelligent leader demonstrates self-management, which enables them to find a way to control these emotions and direct them toward good use. It also means that such leaders can take principled stands even if unpopular, admit or accept their mistakes, and confront unethical behaviours in others (Omoregbee et al., 2016). Furthermore, from the perspective of Goleman's model, emotional intelligence leaders demonstrate flexibility to change to changing events and overcome barriers. This means effectively handling multiple demands, shifting priorities, rapid change, and adapting responses and tactics to fit fluid circumstances. Thus, as a result of effectively managing their emotions, the emotionally intelligent leader creates a healthy and supportive working environment for employees, enhancing employee satisfaction.

Drawing from the interpersonal dimension of Goleman's model, it can be argued that emotionally intelligent leaders can anticipate better and understand their employees' wants and needs to provide better products and services that satisfy these needs. They also manage conflicts and foster collaboration in sharing ideas, information, knowledge, experience, and resources with others to enhance collective performance and job satisfaction (Goleman, 2001). In support of this, Lan and Trinh (2020), Suleman et al. (2020), and Shabarwal and Sharma (2019) all established that a positive relationship between emotional intelligence and job satisfaction exists. Thus, although extant literature has established that organizational climate positively impacts employee job satisfaction, this relationship could be moderated by the perceived level of a leader's emotional intelligence. This means that when leaders display high levels of emotional intelligence, it creates a good and very supportive working environment that meets the needs of employees and drives up employee job satisfaction.

Conversely, displaying emotional intelligence among the poor can lead to a toxic working environment, which can lower employee job satisfaction. Thus, this study argues that the relationship between organizational climate and job satisfaction could be moderated (strengthened or dampened) by the perceived level of a leader's emotional intelligence in the YOMSB in Ghana. Hence, the study hypothesizes that:

H3: Emotional intelligence moderates the relationship between organisational climate and job satisfaction

Research and Methodology

Research Design and Approach

This study was guided by the positivism paradigm, which is defined by the deductive approach in which quantitative data is measured precisely to enable the researcher to establish and confirm causal laws that enable human behaviour to be predicted (Fuyane, 2021). An explanatory research design was adopted to provide explanations for the relationship between organizational climate and employee job satisfaction and the moderating role of the leader's emotional intelligence on this relationship within the context of YOMSB in Ghana (Creswell & Plano Clark, 2018).

In order to test the theory and provide an exact result that can be converted into a generalizable statistical finding, the researcher used a quantitative research technique known as empirical research in conjunction with a deductive approach (Saunders et al., 2019).

Target population and sampling strategy

This study's population comprised all employees in the YOMSB in the Greater Accra Region. The Greater Accra region was the population location because it is the commercial city and the national capital of Ghana, where most firms have their headquarters. The estimated population at the time of the study was 4800 YOMSB (National Board for Small Scale Industries, NBSSI, 2017). We sampled 602 employees of YOMSB in Ghana from the NBSSI database using a random sampling technique in order for the findings of the study to be generalised to YOMSB within Ghana. In order to execute the simple random sampling methodology, numerical identifiers were allocated to the email addresses of the 4800 individuals employed by employees YOMSB. The random number generator function of version 26 of the Statistical Package for Social Sciences (SPSS) was employed to generate a set of random numbers corresponding to 602 participant emails from a population consisting of 4800 individuals.

Data collection process

The researchers used validated structured closed-ended questionnaires to collect candid opinions of employees of the YOMBS on the level of organisational climate, job satisfaction, and leader's emotional intelligence. The first part of the questionnaire captured biographical data and organisational demographics of the respondents. A five-point Likert scale ranging from 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4= agree, and 5=strongly agree was used by respondents to rank each variable. The study adopted a Job satisfaction survey scale by Spector (1985) to measure job satisfaction in YOMSB, which comprised a total of 36 items measuring nine aspects of job satisfaction. Similarly, emotional intelligence was measured using Boyatzis, Goleman, and Rhee's (2000) Emotional Competency Inventory (ECI), which measures 18 competencies. The organisational climate of YOMSB was measured using the Organisation Climate Measure (OCM) developed by Patterson et al. (2005) based on the four quadrants of climate via 82 questions that comprise the 17 subscales.

Prior to the data collection, ethical clearance was sought by the research ethics board of the Central University of Technology South Africa. Additionally, appropriate permissions were sought from both the organizations and the participants in this study. Participation in the study was voluntary, and confidentiality was also highlighted before the questionnaire's administration. Data collection spanned from August to December 2022.

Survey and Common Method Bias

We thoroughly examined the data for outliers and missing values. All cases with a response rate lower than 95% to the items were deleted for missing values. We subsequently employed the expectation-maximization method to treat missing values in the dataset (Hair et al., 2014). We also employed the graphical presentation and the calculated Mahalanobis distance to confirm the absence of outliers in the dataset. We further employed both methodological and statistical analyses to check for the absence of biases in the data gathered in this study. First, we compared the characteristics of the firms used in this study to those that did not respond (as a proxy for non-response bias), and it was evident that considering the number of products produced and years of operation, there was no statistical difference.

Similarly, we also divided the data gathered into two waves (early and late responses). A paired sample t-test was conducted, and the result revealed no significant difference between the two groups, also confirming the absence of non-response bias (Clotey & Benton, 2013; Greco et al., 2015). We also implemented different methodological remedies to eliminate the possibility of survey bias in the study (Podsakoff et al., 2012). Firstly, questions were explained to a few participants who had problems grasping the concepts under investigation. This action was taken as part of an effort to lessen the influence of bias in the data used.

Additionally, respondents were guaranteed that their anonymized responses would be kept secret. This was to check for a socially desirable response (Weijters & Baumgartner, 2012). Additionally, we checked for common method bias using the total variance explained (MacKenzie & Podsakof, 2012). The results revealed that the highest variation explained by one component (33.5%) was less than the 50% threshold. Based on this method, our findings rule out the presence of common method bias (Reio, 2010; Weijters & Baumgartner, 2012). We further used the Partialing Out of General Factor in the PLS Model technique, as Tehseen et al. (2017) suggested, because some researchers have argued that Harman's one-factor test is insufficient to give evidence of CMB. The result using the Partialing Out of General Factor in the PLS Model technique confirmed that after accounting for the general component, there was no appreciable change in R^2 (0.015). We, therefore, conclude that common method bias is not a serious problem in this study.

Data Analysis and Results

The results from Table 2 showed that 67.9% of the respondents were Males, while 32.1% were Females. In addition, 9.8% of the respondents were below 25 years, 56.8% were between 26-25 years, 15.8% were between 36-40 years, and 17.6% of the remaining were between 40 years and above. In addition, 4.7% of the respondents had WASSCE certificates, 5.5% had a diploma, 87.2% had a degree and above, and 2.7% had other certificates. The results also indicate that 96.7% of the respondents were Ghanaian, while 3.3% of the remaining respondents were non-Ghanaian. Based on the results, 59.6% indicated a Limited Liability Company, 23.3% indicated a partnership, and 17.1% of the remaining participants indicated a corporation. The respondents were also asked to indicate the number of employees in the organization besides the owners. From the results, 48.0% of the respondents indicated 1-10 employees, 11.0% indicated 11-20 employees, 4.5% indicated 21-30 employees, 3.5% indicated 31-40 employees, and 33.1% of the remaining, indicated 41 employees and above. They were also asked to indicate the age of their organizations. Based on the results, 12.1% of the respondents indicated less than 1 year, 31.7% indicated 2-5 years, 21.9% indicated 6-10 years, and 34.2% of the remaining indicated 11 years and above. Finally, the respondents were also asked to indicate the type of industry their organization is operating. The results reflected that 7.8% indicated manufacturing, 64.6% indicated service, and 27.6% indicated other industries.

Table 2: Organizational and demographic characteristics (n=602)

Variables	Category	Frequency	Percent
Type of business	Limited liability company	359	59.6
	Partnership	140	23.3
	Corporation	103	17.1
Number of employees besides the owner	1-10	289	48.0
	11-20	66	11.0
	21-30	27	4.5
	31-40	21	3.5
	41 and above	199	33.1
Age of business	less than 1 year	73	12.1
	2-5 years	191	31.7
	6-10years	132	21.9
	11 years and above	206	34.2
Type of industry	Manufacturing	47	7.8
	service	389	64.6
Your gender	Male	409	67.9
	Female	192	32.1
Your age	Below 25years	59	9.8
	26-25 years	342	56.8
	36-40 years	95	15.8
	40 years and above	106	17.6
Level of education	Secondary	28	4.7
	Diploma	33	5.5
	Degree & above	525	87.2
	other	16	2.7
Nationality	Ghanaian	582	96.7
	Non-Ghanaian	20	3.3

The proposed hypotheses were subjected to rigorous evaluation through several analytical techniques and strategies, ensuring the consistency of the estimations. The software program SPSS was employed to conduct exploratory factor analysis (EFA), whereas M Plus was utilized to conduct confirmatory factor analysis (CFA). The structural model underwent evaluation through the utilization of both structural equation modeling (SEM) and PROCESS. The Structural Equation Modelling (SEM) technique, being a second-generation method, offers the benefit of concurrently modelling causal links among several types of variables. The Covariance-Based Structural Equation Modelling (CB-SEM) test is primarily concerned with assessing the adequacy of a model to the available data. Its primary objective is to minimize the disparities between the covariance matrices derived from observed variables and those predicted by the model. In this study, we employ both exploratory factor analysis and confirmatory factor analysis (CFA) to evaluate the measurement model and ascertain the reliability and validity of the components. Next, the author proceeds to ascertain the causal association between variables, commonly called the structural model (Norazlan et al., 2014). The appropriateness of measurement fitness is demonstrated by its ability to encompass several factors, such as sample size, proportion variance, and covariance matrices. Additionally, it underscores the conventional practice of assessing all latent components and verifying the validity of the items (Awang et al., 2015).

Assessment of Reliability and validity

After all the preliminary checks, we assessed both univariate and multivariate normality assumptions to assess the distribution of the dataset using SPSS. The results in Table 3 show that all the skewness and kurtosis indices were within the range of -2 and +2, as recommended by Kline (2011). The results prove that the data used in this study does not suffer from normality problems. Even though all the items used for measuring the constructs in our model were adapted from previous studies, we conducted EFA to

ascertain the unidimensionality and structure of the dataset. A multi-item indicator EFA was examined using principal component analysis (PCA). The varimax rotation procedure was used. Bartlett's test showed a significant output ($\chi^2= 2600.952$, df: 91, $p=0.000$), while the results of the Kaiser-Meyer-Olkin's measure of sampling adequacy were 87%. The results confirm the sampling strategy's factorability and validity (Hair et al., 2019). As displayed in Table 4, three (3) factors were extracted with eigenvalues >1 and % of variance explained ranging between 11.736 and 44.908. Thus, items loaded perfectly on their respective constructs (see Table 4).

Table 3: Descriptive Statistics & Exploratory Factor Analysis

Descriptive statistics						Component				
Constructs	Items	Mean	StD	Skewness	Kurtosis	1	2	3	Eigenvalues	% Explained
Organizational Climate	OC1	4.40	1.383	-0.615	-0.244	0.121	0.832	0.056	6.287	44.908
	OC2	4.37	1.588	-0.632	-0.505	0.139	0.795	0.057		
	OC3	4.16	1.637	-0.463	-0.746	0.225	0.844	0.167		
	OC4	4.22	1.516	-0.535	-0.456	0.106	0.878	0.175		
	OC5	3.96	1.687	-0.313	-0.904	0.063	0.832	0.172		
Job satisfaction	JS1	4.47	1.410	-0.575	-0.118	0.784	0.147	0.225	2.597	18.549
	JS2	4.15	1.636	-0.437	-0.754	0.834	0.135	0.250		
	JS3	3.96	1.846	-0.243	-1.099	0.852	0.073	0.167		
	JS4	3.90	1.823	-0.159	-1.157	0.853	0.133	0.271		
	JS5	4.67	1.493	-0.627	-0.071	0.774	0.190	0.154		
Emotional intelligence	EI1	4.72	1.363	-0.642	-0.269	0.198	0.139	0.846	1.643	11.736
	EI2	4.77	1.330	-0.566	-0.428	0.295	0.141	0.880		
	EI3	4.80	1.359	-0.529	-0.404	0.244	0.154	0.857		
						KMO		0.870		
						Bartlett's	χ^2	2600.952		
						Test of	df	91		
						Sphericity	Sig.	0.000		

Table 4: Reliability and Validity

Constructs	Loadings	CA	CR	AVE
Organizational Climate	0.826	0.907	0.908	0.667
	0.905			
	0.881			
	0.704			
	0.749			
Job satisfaction	0.745	0.909	0.911	0.674
	0.897			
	0.832			
	0.847			
	0.775			
Emotional intelligence	0.832	0.914	0.920	0.795
	0.999			
	0.833			

We further employed covariance-based confirmatory factor analysis (CFA) to evaluate scale validity and reliability. We retained items with factor loadings above 0.7; thus, an item of FP was lower than 0.7 and hence was deleted. The results of the retained items (see Table 4) showed that Cronbach's alpha (α), composite reliability, and AVE are all above the recommended thresholds (i.e., CA and CR >0.7 and AVE >0.5) (Bagozzi & Yi, 2012; Hairet et al., 2019). The findings collectively indicated that the attainment of scale reliability, unidimensionality, and convergent validity had been demonstrated. Additionally, Table 6 reveals that \sqrt{AVE} values were greater than the shared variances among the constructs, indicating that the measures had discriminant validity (Hair et al., 2014). Again, VIF values in Table 6 were also found within the acceptable threshold (± 3), indicating multicollinearity was not an issue in this study. The model fit result shows the three (3) factors fit well with the data, with $\chi^2 = 182.553$, $DF = 62$, normed $\chi^2 = 2.944$, $RMSEA = 0.089$, $TLI = 0.937$; $CFI = 0.950$, $NFI = 0.926$, $RFI = 0.907$ (see Table 5). The results suggest all the recommended thresholds were met, indicating an adequate fit for the model (Bagozzi & Yi, 2012).

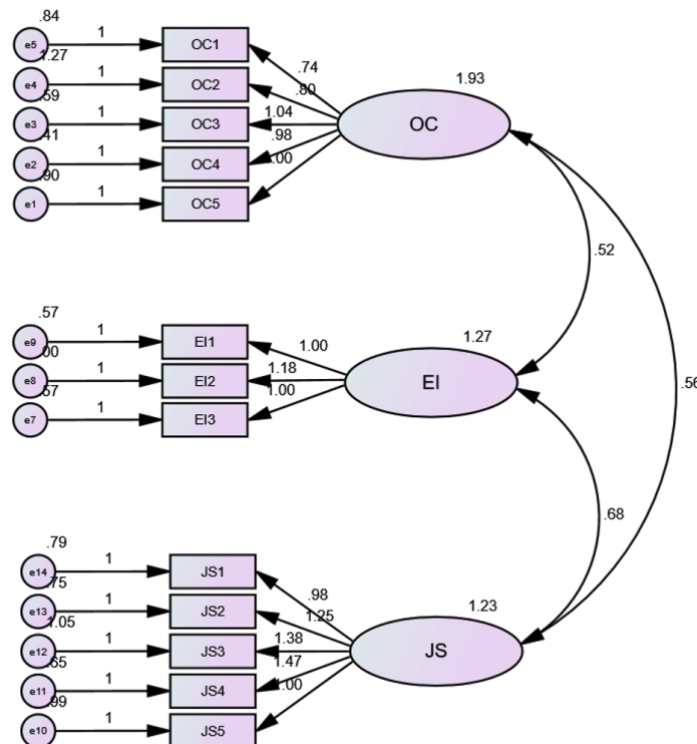


Figure 2: Structural Equation Model

Table 5: Fit Indices

Indices	
χ^2	182.553
DF	62.000
CMIN/DF	2.944
NFI	0.926
RFI	0.907
TLI	0.937
CFI	0.950
RMSEA	0.089

Table 6: Discriminant Validity Test

Constructs	1	2	3	4	5	6	7	VIF
Business Type								
Firm size	0.057							
Firm Age	-0.106	0.097						
Industry Type	-0.015	0.010	.185**					
Job Satisfaction	0.003	0.015	-0.021	-0.018	0.892			
Emotional Intelligence	-0.022	0.037	0.058	-0.089	.332**	0.817		1.126
Organizational Climate	0.026	-0.014	0.044	-0.074	.509**	.334**	0.821	1.126

Structural Model Evaluation

The hypothesized model was evaluated using PROCESS, and the results are summarised in Table 7. Table 7 presents the estimates obtained using the moderated regression method. The result showed that features such as size and age were insignificant in the model (see Table 7).

The result showed a significant positive association between the organizational climate → job satisfaction link ($\beta=0.288$; $T=3.058$). Hence, the first hypothesis is supported, and we conclude that organizational climate significantly influences job satisfaction. Secondly, we also found a significant effect of emotional intelligence → job satisfaction ($\beta=0.401$; $T=5.294$). Thus, the second hypothesis was supported; this means that emotional intelligence significantly drives job satisfaction. Thirdly, the moderating impact of emotional intelligence on the organizational climate → job satisfaction link was statistically significant ($\beta=0.297$; $T=6.094$). Thus, the third hypothesis was also supported and provides evidence that the organizational climate → job satisfaction is contingent on the level of emotional intelligence. This gives credence to the idea that though organizational climate could drive job satisfaction at a high level of emotional intelligence, the influence of organizational climate on job satisfaction is amplified.

Table 7: Regression Coefficients

Model	Coefficients	se	t	p	LLCI	ULCI
Controls						
Business Type	-0.0990	0.4157	-0.2382	0.8119	-0.9180	0.7199
Firm size	0.0053	0.0152	0.3469	0.7289	-0.0247	0.0353
Firm Age	-0.5013	0.4207	-1.1917	0.2346	-1.3300	0.3274
Industry Type	0.0004	0.0005	0.7176	0.4737	-0.0007	0.0015
Constant	7.5318	1.9011	3.9618	0.0001	3.7865	11.2772
Main Effect						
Organizational Climate	0.288	0.0821	3.058	0.0022	0.0927	0.4164
Emotional Intelligence	0.401	0.0913	5.294	0.0015	0.0630	0.2969
Interaction						
Int_1	0.297	0.0040	6.094	0.0032	0.0081	0.0075
R	R ²	F	P-value			
0.5479	0.3002	12.6568	0.0000			

Discussion

This study examined the interactive effect of organizational climate and emotional intelligence on employee job satisfaction among YOMBS in Ghana. The study examined the organizational climate's impact on job satisfaction among Ghana's YOMSB. The results showed that organizational climate has a significant and positive direct effect on job satisfaction. This result confirms the hypothesis that organizational climate significantly affects job satisfaction. The results also imply that, all other things being equal, a unit improvement in organizational climate will improve job satisfaction among YOMBS in Ghana. This suggests that employees have a favorable impression of their interactions with the organization's rules, structures, principles, coworkers, and supervisors, which in turn bodes well for job satisfaction in the areas of working conditions, interpersonal communication, financial compensation, and supervisory responsiveness (Ahmad et al., 2018). The study's conclusions accord with those of several others, both inside and outside of the same nation and the same kind of organization. For instance, Rinawati and Nasution (2021) discovered a favourable correlation between organizational climate and employee satisfaction in the medical field in Indonesia. Woko et al. (2018) discovered that in Nigerian manufacturing companies, a favourable organizational environment significantly correlates with job satisfaction. Research by Gaunya (2016) found that in Kenya's public sector, there is a positive correlation between organizational climate and worker satisfaction. The results of this research corroborate those of a similar study done in Ghana by Boateng et al. (2014), who likewise discovered a positive correlation between an organizational climate and employee job satisfaction with their jobs in the manufacturing sector.

Secondly, the results showed that emotional intelligence has a significant and positive direct effect on job satisfaction. This result confirms the hypothesis that emotional intelligence significantly affects job satisfaction. The results also imply that, all other things being equal, a unit improvement in emotional intelligence would improve job satisfaction among YOMSB in Ghana. The consequence of this finding is that when YOMSB leaders can recognize and manage their own emotions and those of their subordinates, morale at work is boosted. The result aligned with what was found in another research. For example, Lan and Trinh's (2020) research indicated a positive correlation between leaders' emotional intelligence and job satisfaction. Downing (2016) performed research in the United States and showed a positive correlation between a leader's emotional intelligence and job satisfaction. Kassim et al. (2016) found similar results, concluding that high emotional intelligence in leaders is positively correlated with high work satisfaction among Nigerian university faculty and staff. Korankye and Amakyewaa (2021) conducted research among workers in the Ghanaian telecommunications industry and discovered a good association between the leaders' emotional intelligence and worker satisfaction. Tagoe and Quarshie (2017) conducted research among nurses in Accra and showed a positive correlation between a leader's emotional intelligence and job satisfaction.

Finally, the results showed that the indirect effect of organizational climate on job satisfaction through the moderating role of emotional intelligence was statistically significant. The result supports the hypothesis that emotional intelligence moderates the relationship between organizational climate and job satisfaction. The results also mean that an improvement in emotional intelligence will improve the effect of organizational climate on job satisfaction among YOMBS in Ghana. This result aligns with the research that had previously employed emotional intelligence as a moderator or mediator. When Khalili (2017) looked at the association between transformative leadership and corporate citizenship in Iranian businesses, he discovered that emotional intelligence considerably moderated the link. Aslan et al. (2021) found that emotional intelligence strongly moderated the connection between

transformational and strategic leadership and ethical climate. The implications of these findings for managerial decisions and for advancing the frontiers of innovation discourse have been discussed below.

Implications

Theoretical Implications

This study pushes the boundaries of human resource management literature and its interface with previous studies, especially those drawing from Herzberg's two-factor perspective. Specifically, our study offers an important contribution to theory by highlighting the conditions under which firms can effectively leverage organizational climate to improve employee job satisfaction. First, our study contributes to the literature by offering a contemporary perspective on the implications of organizational climate for firms. The study's findings contributed to filling knowledge gaps identified in the literature. This is because most of the previous studies conducted had focused their attention on the direct effects between organizational climate, emotional intelligence, job satisfaction and transformational leadership (Maamari & Majdalani, 2017; Ahmad et al., 2018; Shabarwal & Sharma, 2019; Kim & Park, 2020; Lan & Trinh, 2020; Rinawati & Nasution, 2021; Görgens-Ekermans & Roux, 2021; Peculiauskiene, 2021; Jan & Manzoor 2021). However, much attention has not been given to examining emotional intelligence as a moderating variable in the relationship between organizational climate and job satisfaction. In this regard, testing for the moderating effects of emotional intelligence on the relationships between organizational climate and employee job satisfaction displayed the study's novelty. Our findings showed emotional intelligence moderates the relationship between organizational climate and job satisfaction among YOMSB. This contributes to the key contribution of the study. The study also contributed meaningfully to filling contextual gaps existing in the literature. This is because, although previous studies had been conducted to assess direct and indirect relationships between organizational climate, employee job satisfaction, and emotional intelligence, none were conducted within the context of YOMSB in Ghana. In terms of the fact that YOMSB has become a critical aspect of Ghana's economic growth and development, a study of this nature, being conducted within the context of YOMSB, could spur a lot more interest from future researchers.

Managerial Implications

The findings of this study also hold important implications for managerial practices. First of all, the study makes practical contributions to SDG 8 in terms of promoting a decent work environment for YOMSB in Ghana through improved organizational climate the means of the adoption of open and autonomous climates that will enhance cooperation and support, as well as creativity and innovation among employees of YOMSB. The study also makes practical contributions to decent work improvement for employees through improved salaries, bonuses, effective communication, supervision, and co-worker support, which promotes employee productivity among YOMSBs. From the policy perspective, the study's findings contend that there is a need for government policies to focus on training and capacity building on leadership and organizational management since emotional intelligence remains critical for improving organizational climate and job satisfaction among YOMSB. Again, from a policy dispensation, the study argues that government monetary policies must be tailored toward making the business environment more conducive for YOMSB to thrive. In this regard, tax incentives, such as tax relief for the early years of YOMS, can help improve the monetary strength of YOMSB and enable them to pay more attention to managerial issues confronting them. The study recommends that YOMSB adopt open and autonomous climate elements to improve its organizational climate. This is because open climate elements, such as cooperation, support, and receptive attitudes between managers and employees, improve the working environment.

Moreover, autonomous climate elements such as creativity and innovation among employees are essential for firm growth and development in YOMSB. The study recommends that working conditions of owner-managed enterprises can be improved in terms of salaries and bonuses, effective supervision, promotion of co-workers support, and effective communication between managers and subordinates, and it should also be ensured that there are opportunities for promotion to enhance improved job satisfaction. The study also recommends the need for the Government of Ghana, through its institutions such as the Ghana Investment Promotion Centre (GIPC), to organize investor networking programs for YOMSB, where they will be given the platform to pitch their innovative business projects to investors for funding opportunities. Investor networking programs will make YOMSB more competitive in terms of its product development and organizational improvements through leadership, a conducive organizational climate, and better conditions of service for its employees.

Conclusion

Even though the role of effective human resource management, including organizational climate, has been cited as a crucial predictor of diverse employee outcomes, such as employee job satisfaction. However, the mechanism through which the organizational climate and job satisfaction can be enhanced or ruined is underexplored in human resource literature. This dwells on Herzberg's two-factor perspective to push the boundaries of knowledge by showing that the organizational climate-job satisfaction link depends on varying conditions of emotional intelligence. The proposed model was tested using survey data from 602 Youth-Owned and Managed Small Businesses employees in Ghana. The findings revealed that organizational climate is important in improving job satisfaction. Our findings further revealed that emotional intelligence supports job satisfaction and serves as a transformative mechanism to reap superior job satisfaction in small businesses in Ghana. Our findings make a contemporary contribution to Herzberg's two-factor and essential managerial guidance for owners and managers of Small Businesses in resource-constrained regions like SSA.

Limitations and Recommendations for Future Studies

Despite the contribution of this study to extending human resource discourse, the outcome must be interpreted in light of its limitations. Firstly, this was conducted only in Ghana, so the results of this study do not necessarily reflect firm opinions in other countries. Again, it is not clear whether the outcome will have the same effect in another context since it may be possible that the needs and perceptions of firms in other countries may differ due to different levels of knowledge and experience related to job satisfaction, emotional intelligence, and organizational climate. Secondly, the study dwells on cross-sectional data; a longitudinal approach that will transcend into studying operations with the subject matter over time could offer much more insight. This employed quantitative techniques in data collection and analysis. Using a questionnaire offered valuable information on the subject matter; however, using qualitative data such as interviews could also offer more detailed information on the topic. The research collected data through quantitative means alone, which gave very important information to the study; however, collecting data from operators through purely qualitative means will also be proper to unravel much broader views on the topic. Finally, this study assessed the moderating effect of emotional intelligence on the relationships between organizational climate and job satisfaction; future researchers can look at the mediating effects of emotional intelligence and transformational leadership on the relationship between organizational climate and job satisfaction among YOMSB.

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