THE MODERATING ROLE OF WORK PERFORMANCE IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH BEHAVIOR CLIMATE AND JOB SATISFACTION

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Abstract

Employee job satisfaction is shaped not only by the intrinsic characteristics of work but also by the organizational climate within which work is performed. This study examined whether organizational health behavior climate (OHBC), comprising organizational healthy eating and organizational healthy exercise climates, is associated with job satisfaction and whether work performance conditions the strength of this relationship. The study involved 382 employees purposively selected from 15 private organizations in Awka and Onitsha, Anambra State, Nigeria. A cross-sectional correlational survey design was employed. Standardized measures of OHBC, work performance, and global job satisfaction were administered, and data were analyzed using Pearson product–moment correlation and Hayes PROCESS moderation analysis. The reported results showed positive associations between overall OHBC and job satisfaction ($r = .62$, $p < .001$), healthy eating climate and job satisfaction ($r = .43$, $p < .001$), exercise climate and job satisfaction ($r = .57$, $p < .001$), and work performance and job satisfaction ($r = .76$, $p < .001$). The interaction between OHBC and work performance was also reported as positive and statistically significant ($\beta = .0258$, $p = .0377$, 95% CI [.0014, .0462]). The findings position work performance as a boundary condition in the translation of health-supportive organizational practices into favorable employee attitudes. Practical implications concern the integration of health promotion, performance development, and employee well-being.

Keywords: Organizational Health Behavior Climate, Healthy Eating Climate, Exercise Climate, Work Performance, Job Satisfaction, Employee Well-Being, Nigeria.

Introduction

Organizational climate captures employees' shared perceptions of the policies, practices, expectations, and social cues that characterize their work environment. Organizational health behavior climate extends this idea to the extent that an organization encourages and facilitates health-promoting behavior. Sonnentag and Pundt (2016) conceptualized OHBC around healthy eating and physical exercise and demonstrated that these domains can be examined as distinct but related dimensions of organizational climate.

Job satisfaction refers to employees' overall evaluation of their jobs and work experiences. It is an important organizational outcome because it reflects whether employees experience their work as desirable, fulfilling, and worthwhile (Spector, 1997). Contemporary organizations therefore have a dual interest in employee health and satisfaction: health-supportive practices may contribute to well-being while favorable job attitudes can support retention, commitment, and effective functioning.

The Job Demands–Resources (JD-R) model provides a useful explanation. Job resources facilitate goal attainment, stimulate motivation, and buffer the effects of demands (Bakker & Demerouti, 2007). A health-promoting climate can operate as a contextual resource because it communicates organizational care, provides opportunities for healthy behavior, and may help employees preserve physical and psychological energy. Conservation of Resources (COR) theory similarly emphasizes the acquisition and protection of valued resources such as health, energy, support, and favorable conditions (Hobfoll et al., 2018).

Statement of the Problem

Despite increasing organizational attention to employee well-being, the relationship between organizational health behavior climate and job satisfaction remains insufficiently examined in South-Eastern Nigeria. The dissertation identifies a contextual gap: much of the relevant evidence has been developed in Western and other non-African settings, leaving uncertainty about how health-oriented organizational climates operate within Nigerian private organizations.

A second gap concerns individual differences. A simple climate-to-satisfaction model assumes that organizational resources have similar effects across employees. Yet employees differ in role mastery, effectiveness, confidence, and capacity to mobilize available resources. Work performance is therefore theoretically relevant as a moderator that may amplify or attenuate the relationship between OHBC and job satisfaction.

The present study addresses these gaps by examining overall OHBC, its healthy eating and exercise dimensions, work performance, and job satisfaction within a single conditional model. The central problem is consequently not merely whether organizations promote health, but whether the motivational value of such promotion varies with employee performance.

Research Questions

- To what extent is organizational health behavior climate related to job satisfaction among employees?
- To what extent is organizational healthy eating climate related to job satisfaction?
- To what extent is organizational healthy exercise climate related to job satisfaction?
- To what extent is work performance related to job satisfaction?
- Does work performance significantly moderate the relationship between overall organizational health behavior climate and job satisfaction?

Purpose/Objectives

The overarching objective was to investigate whether employee work performance moderates the relationship between organizational health behavior climate and job satisfaction among employees in private organizations in Awka and Onitsha.

- Examine the relationship between overall OHBC and job satisfaction.

- Determine the relationship between healthy eating climate and job satisfaction.
- Determine the relationship between healthy exercise climate and job satisfaction.
- Examine the relationship between work performance and job satisfaction.
- Test whether work performance moderates the overall OHBC–job satisfaction relationship.

Relevance of the Study

The study has theoretical relevance because it introduces a contingency perspective into the resource-based explanation of job satisfaction. It treats OHBC as a contextual resource and work performance as a condition that may influence the extent to which employees benefit from that resource.

Its practical relevance lies in integrating occupational health promotion with performance management. Rather than treating wellness as a peripheral welfare activity, organizations can embed health-supportive practices within leadership, feedback, development, and performance systems.

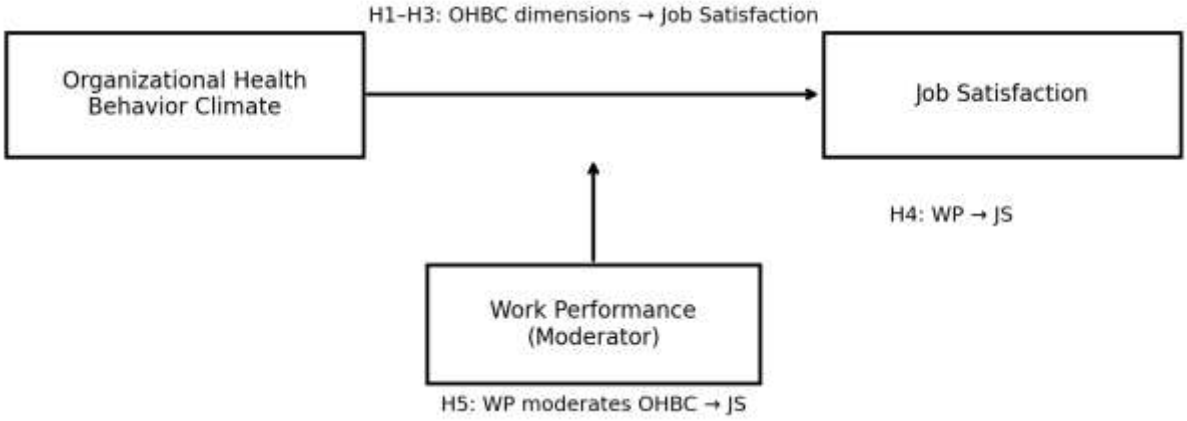
Its contextual relevance derives from evidence generated among private-sector employees in Awka and Onitsha. The findings therefore extend occupational-health scholarship into an African organizational environment that is less represented in the international literature.

Theoretical Framework

The JD-R model is the principal framework. Health-promoting organizational practices can be interpreted as job resources because they facilitate healthy functioning, communicate support, and may help employees manage work demands (Bakker & Demerouti, 2007). A resource-rich environment is expected to be associated with more favorable job attitudes.

COR theory complements this explanation. Employees strive to acquire, retain, and protect valued resources, and resource gains can create positive spirals (Hobfoll et al., 2018). Employees with stronger work performance may possess additional personal and occupational resources that enable them to derive greater benefit from OHBC.

Social Exchange Theory provides a relational mechanism: organizational investment in employee health can be interpreted as an organizational contribution to the employment relationship, potentially eliciting favorable attitudes in return (Blau, 1964). Self-Determination Theory further emphasizes autonomy, competence, and relatedness as fundamental psychological needs that supportive organizational conditions can satisfy (Deci & Ryan, 2000).



Hypotheses

- **H1**: Organizational health behavior climate will be significantly and positively related to job satisfaction.

- **H2**: Organizational healthy eating climate will be significantly and positively related to job satisfaction.
- **H3**: Organizational healthy exercise climate will be significantly and positively related to job satisfaction.
- **H4**: Work performance will be significantly and positively related to job satisfaction.
- **H5**: Work performance will significantly moderate the relationship between overall organizational health behavior climate and job satisfaction.

Methodology

Design and Setting

A cross-sectional correlational survey design was employed. The design was appropriate for examining associations among naturally occurring employee perceptions and for testing a moderation model at a defined point in time. The research was conducted in private organizations within Awka and Onitsha, Anambra State, Nigeria.

The participating organizations were heterogeneous and included Chogon Private Security Company, Omega Softwares, Edu Dental Clinic and Braces Centre Awka, Conifer Konstruktion (Nig) Ltd, De-GraceLand Homes Consults, ARM Pension Managers (PFA) Limited, Juhel Pharmaceutical Company, Click-Hub Tech, Oliswarren Group, Royce & Xepalz Company Limited, Airtel Office, Ekulo International Limited, Guinea Insurance Plc, MTN Office, and Nexans Kabelmetal Nigeria Plc.

Participants

The final sample comprised 382 employees. There were 209 men (54.7%) and 173 women (45.3%). Ages ranged from 26 to 65 years, with a reported mean of 28.43 years (SD = 6.38).

Characteristic	n	Percentage / statistic
Male	209	54.7%
Female	173	45.3%
Age	382	26–65; M=28.43, SD=6.38
Married	236	61.7%
Single	92	24.1%
Divorced	54	14.1%
Junior	187	48.95%
Mid-level	127	33.25%
Senior	68	17.80%
OND	189	49.48%
HND	115	30.10%
B.Sc.	43	11.26%
M.Sc.	35	9.16%
Tenure	382	M=11.65, SD=3.20
Igbo ethnicity	376	98.35%

Procedure and Sampling

A purposive sampling strategy was used to recruit employees from 15 participating organizations. Formal access was facilitated by an introductory letter from the Department of Psychology, and organizational gatekeepers granted permission for data collection. Participants received information concerning voluntary participation, anonymity, confidentiality, withdrawal rights, and academic use of the data.

Stage	Reported count
Initially prepared	420
Reported as distributed	520

Retrieved	442
Excluded	60
Final valid sample	382
Reported net response rate	73.5%

Measures and Psychometric Properties

Organizational Health Behavior Climate. The 24-item OHBC measure developed by Sonnentag and Pundt (2016) was used. It contains 12 items for healthy eating climate and 12 for healthy exercise climate. Each domain comprises values and expectations, organizational practices, and communication.

Measure	Items	Reported α
Healthy eating—values/expectations	4	.80
Healthy eating—practices	4	.85
Healthy eating—communication	4	.82
Healthy eating overall	12	.86
Exercise—values/expectations	4	.81
Exercise—practices	4	.78
Exercise—communication	4	.87
Exercise overall	12	.79
Work performance	6	.88
Global job satisfaction	5	.88

Work performance was assessed using a six-item task-performance measure adapted from the performance inventory attributed in the dissertation to Roe, Zinovieva, Dienes, and Ten Horn and subsequently used by Binnewies, Sonnentag, and Mojza (2010). Global job satisfaction was measured with a five-item scale attributed in the dissertation to Tang and Nnedum.

Operationalization

OHBC was operationalized as employees' shared perceptions that the organization encourages and facilitates health-promoting behavior. Healthy eating climate represented organizational support for nutritious dietary behavior; exercise climate represented organizational support for physical activity. Work performance represented perceived effectiveness in fulfilling job responsibilities, while job satisfaction represented overall positive evaluation of one's job.

Composite scores were formed so that higher values reflected greater endorsement of the respective construct. The measures used Likert-type response formats consistent with their source instrument.

Data Analysis

Pearson product-moment correlation was used to test H1–H4. Hayes PROCESS moderation analysis was used to test H5, with OHBC as the predictor, work performance as the moderator, job satisfaction as the outcome, and the OHBC × work performance term as the focal interaction.

Results

Descriptive Statistics and Correlations

Variable	M	SD	α	OHBC	OHEC	OHEXC	WP	JS
OHBC	3.18	1.22	—	1	.45***	−.38**	.38***	.62***
OHEC	3.16	1.02	.86		1	.52***	.38***	.43***
OHEXC	3.92	0.93	.79			1	−.37**	.57***
WP	4.21	1.66	.88				1	.76***
JS	3.23	1.43	.88					1

*Note. N = 382. *p < .05, **p < .01, ***p < .001. OHBC = organizational health behavior climate; OHEC = organizational healthy eating climate; OHEXC = organizational healthy exercise climate; WP = work performance; JS = job satisfaction.*

Hypothesis 1: OHBC and Job Satisfaction

H1 predicted a significant positive relationship between organizational health behavior climate and job satisfaction. The reported Pearson correlation was r = .62, p < .001. The result indicates that stronger perceptions of a health-supportive organizational environment were associated with more favorable job evaluations. H1 was supported. The magnitude of the association is substantial and consistent with the interpretation of OHBC as a contextual resource that can contribute to employee well-being and favorable attitudes.

Hypothesis 2: Healthy Eating Climate and Job Satisfaction

H2 predicted a positive relationship between organizational healthy eating climate and job satisfaction. The reported coefficient was r = .43, p < .001. Employees who perceived stronger organizational endorsement, practices, and communication concerning healthy eating tended to report greater job satisfaction. H2 was supported. The finding is compatible with Social Cognitive Theory because organizational norms, modeling, and reinforcement can shape health-related behavior and perceptions of the work environment (Bandura, 1986).

Hypothesis 3: Exercise Climate and Job Satisfaction

H3 predicted a positive relationship between organizational healthy exercise climate and job satisfaction. The dissertation reports r = .57, p < .001. Employees who perceived greater organizational support for physical activity tended to report more favorable evaluations of their jobs. H3 was supported. The result is consistent with a resource interpretation in which opportunities for physical activity and supportive organizational norms contribute to employee well-being.

Hypothesis 4: Work Performance and Job Satisfaction

H4 predicted a positive relationship between work performance and job satisfaction. The reported coefficient was r = .76, p < .001, representing the strongest bivariate relationship among the principal study variables. H4 was supported. The association suggests that effective role functioning and positive job evaluations are closely connected.

Chart of Hypothesis-Testing Correlations

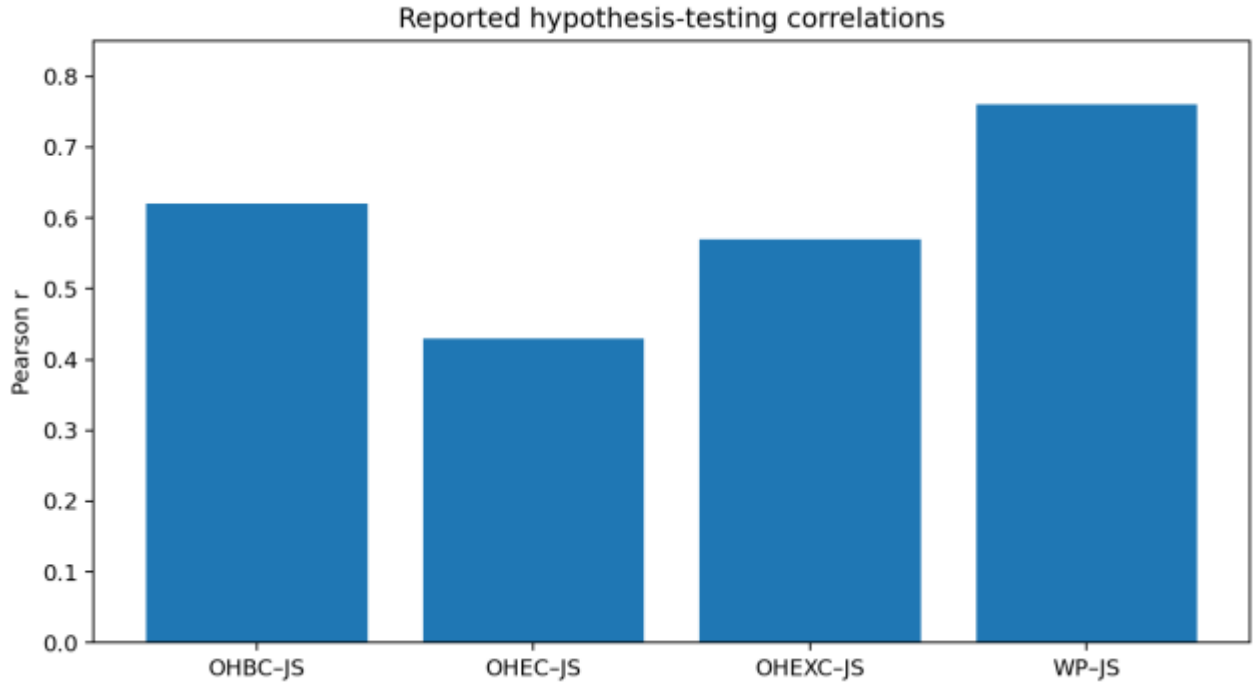


Figure 1. Reported Pearson correlations used to evaluate H1–H4.

Hypothesis 5: Moderation Analysis

The moderation analysis examined whether work performance altered the OHBC–job satisfaction relationship. The interaction term was reported as β = .0258, SE = .0110, t = 2.1657, p = .0377, 95% CI [.0014, .0462]. Because the confidence interval excludes zero, the reported interaction is statistically significant.

Predictor	B	SE	t	p	LLCI	ULCI
Constant	48.3389	14.1101	3.4258	.0017	18.6412	77.0467
Work performance	−.3199	.1590	−2.0117	.0525	−.6435	.0036
OHBC	−2.1640	1.0039	−2.1456	.0385	−4.2066	−.1215
OHBC × WP	.0258	.0110	2.1657	.0377	.0014	.0462

Graph of the Moderation Test

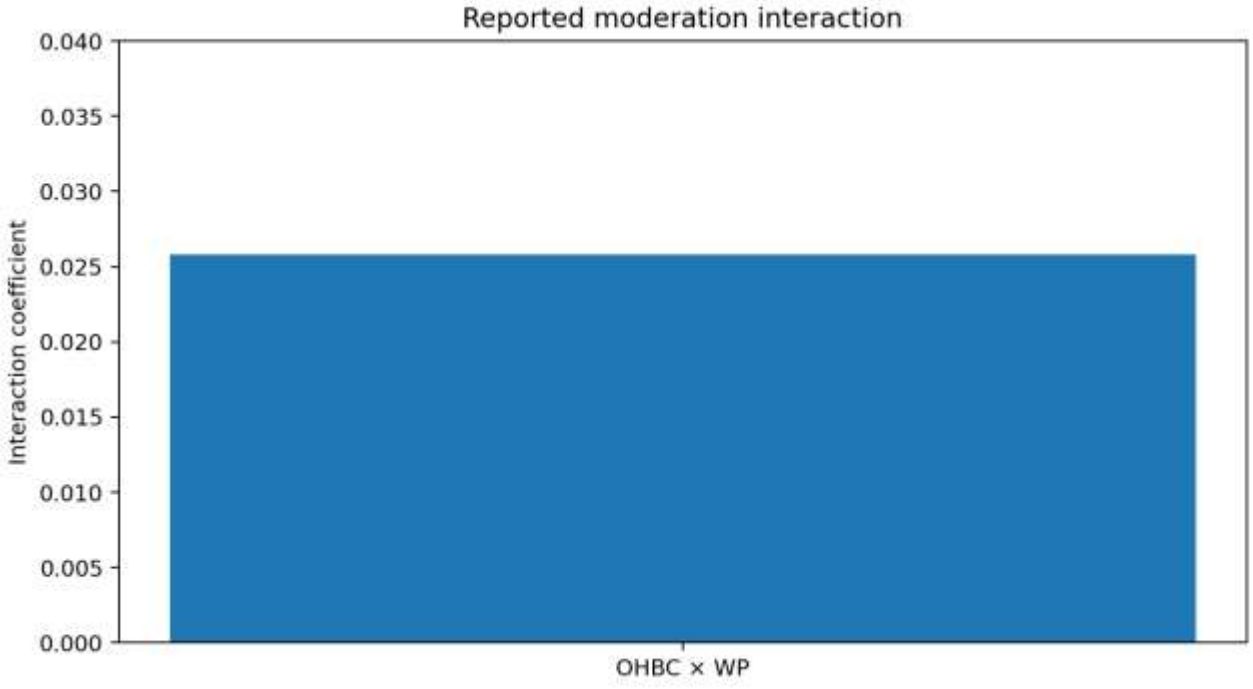


Figure 2. Reported OHBC × work-performance interaction coefficient.

Integrated Results

The findings form a consistent pattern. Overall OHBC was positively related to job satisfaction; both health-climate dimensions were positively related to job satisfaction; work performance was strongly related to satisfaction; and the OHBC × work-performance interaction was positive and statistically significant.

The evidence therefore supports a contingency interpretation in which the psychological value of organizational health resources differs according to employee performance. This moves the model beyond a simple climate → satisfaction relationship.

Discussion of Results: H1

The support for H1 indicates that health-supportive organizational conditions are associated with more favorable job evaluations. Within the JD-R framework, Organizational Health Behavior Climate can be interpreted as a contextual resource that facilitates motivation and may reduce the burden of occupational demands (Bakker & Demerouti, 2007).

COR theory provides complementary logic: organizational support for health may help employees protect valued resources such as energy, health, and social support (Hobfoll et al., 2018). The cross-sectional nature of the study means that reciprocal or reverse relationships remain possible.

Discussion of Results: H2 and H3

The positive association between healthy eating climate and job satisfaction indicates that organizational norms and practices surrounding nutrition may be part of employees' broader experience of organizational care. Sonnentag and Pundt's (2016) multidimensional measure is useful because it captures values, practices, and communication rather than formal policy alone.

The exercise-climate finding was somewhat stronger (r = .57) than the eating-climate association (r = .43). This suggests that exercise support may be particularly salient in this sample, although the cross-sectional data do not permit a causal claim that exercise initiatives produce greater satisfaction.

Discussion of Results: H4

The strong association between work performance and job satisfaction is compatible with the idea that successful task accomplishment produces mastery, competence, and positive affect. Contemporary performance research conceptualizes individual work performance as multidimensional, including task and contextual contributions (Koopmans et al., 2013, 2014). The magnitude of r = .76 should nevertheless be interpreted carefully because both variables were obtained through self-report. Common-method variance and shared affective bias may contribute to the observed association.

Discussion of Results: H5

The positive interaction coefficient indicates that work performance changes the relationship between OHBC and job satisfaction. Under the Job Demand-Resource framework, employees who perform effectively may be better positioned to recognize, access, and use organizational resources. Conservation of Resource Theory similarly suggests that employees with stronger resource reservoirs can generate additional resource gains from supportive environments. Social Exchange Theory adds a relational interpretation: employees may interpret health-supportive practices as evidence that the organization values them, and this perception may be particularly meaningful when employees also perceive a strong contribution-performance exchange (Blau, 1964).

Theoretical Contribution

The principal contribution is the introduction of work performance as a boundary condition in the Organization Health Behavior Climate (OHBC) - Job satisfaction relationship. This extends a primarily linear climate perspective into a conditional model. The finding is theoretically compatible with Job Demand-Resource and Conservation of Resource theory because organizational resources may be differentially activated depending on individual resource capacity.

The model also integrates organizational and individual levels of explanation. Organizational Health Behavior Climate (OHBC) represents a contextual feature of the organization, whereas performance represents an employee-level characteristic. Their interaction therefore provides a theoretically meaningful bridge between organizational climate and individual attitudes.

Implications

For human-resource management, wellness initiatives should be integrated with performance development, feedback, and role support. Organizations should not treat health promotion as a peripheral benefit.

For leadership, managers should model healthy practices, communicate health expectations clearly, and ensure that wellness resources remain accessible across performance groups. The moderation result should not be interpreted as justification for restricting health resources to high performers.

For organizational policy, scalable interventions-healthy food access, physical-activity opportunities, health communication, ergonomic improvements, and psychologically safe wellness conversations-may be particularly appropriate in resource-constrained contexts.

Limitations

- The cross-sectional design prevents causal inference.
- Purposive sampling limits generalizability beyond the sampled private organizations.
- Self-report measurement creates potential common-method bias.
- The sample was predominantly Igbo (98.35%), limiting cultural heterogeneity.
- The source contains a discrepancy between 420 questionnaires initially prepared and 520 later reported as distributed.
- The reported moderation omnibus degrees of freedom are inconsistent with the stated N = 382 and require verification.
- Conditional simple-slope estimates were not reported, preventing a fully quantified low/mean/high moderator interpretation.

Recommendations

- Private organizations should institutionalize health-supportive climates through practical eating, exercise, health-communication, and employee-support initiatives.
- Health promotion should be integrated with performance development rather than treated as a separate welfare program.
- Managers should provide coaching and developmental feedback so lower-performing employees can also benefit from organizational health resources.
- Wellness initiatives should be inclusive and non-punitive.
- Organizations should periodically assess employee perceptions of health climate and job satisfaction.
- Performance evaluation should incorporate multiple sources, including supervisor ratings or objective indicators where feasible.

Suggestions for Further Studies

- Use longitudinal designs to establish temporal ordering and stronger causal inference.
- Employ multilevel models that distinguish employee perceptions from organization-level climate.
- Replicate the model across public-sector, educational, healthcare, banking, manufacturing, and technology settings.
- Test mediators such as perceived organizational support, psychological safety, engagement, self-efficacy, and organizational identification.
- Examine demographic and occupational moderators such as age, tenure, gender, role level, and job type.
- Combine self-report satisfaction with objective or supervisor-rated performance.
- Develop culturally sensitive measures of organizational health behavior climate for Nigerian workplaces.

Conclusion

The study provides evidence that organizational health behavior climate is positively associated with employee job satisfaction and that both healthy eating and exercise climates contribute to this pattern. Work performance was also strongly associated with satisfaction, while the significant Organizational Health Behavior Climate × work-performance interaction suggests that employee performance conditions the relationship between health-supportive climate and job satisfaction.

The findings contribute to occupational and organizational psychology by combining contextual and individual explanations of employee attitudes within a Nigerian private-sector setting. The results support an integrated approach in which organizational health promotion and performance development are treated as mutually reinforcing components of employee well-being.

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