THE EFFECT OF ORGANIZATIONAL AESTHETICS ON EMPLOYEE JOB SATISFACTION IN DEPOSIT MONEY BANKS

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Abstract

Research on the effect of aesthetics on employee job satisfaction in Nigeria is scanty and this result to loss of benefits of mastering aesthetics management in business organizations. Therefore, this study investigated the effect of organizational aesthetics on employee job satisfaction. The specific objectives of this study were to: determine the extent expressive properties improve employee job satisfaction, ascertain the effect of representational properties on employee job satisfaction, and determine the extent to which formal properties improve job satisfaction of employees. The population of the study comprised of 115 staff of First Bank in Enugu in metropolis. The sample size of 89 was determined using Taro Yamane's formula while Boyles' proportion allocation formula was used in apportioning the sample among departments in the bank. The data were collected using structured questionnaire. The hypotheses were tested with simple linear regression. The findings reveal that expressive properties significantly improve employee job satisfaction (r=.891, n=89; p=0.017< 0.05). Second, that representational properties have a significant effect on employee job satisfaction (r=.956, n=89; p=0.003< 0.05). Third, that formal properties have a significant effect on employee job satisfaction (r=.960, n=89; p=0.002<.05). The study concluded that the management of banks should improve on the appearance, goal and value congruence, and internal cooperation in their organizations in order to boost promotes employee job satisfaction.

Keywords: Aesthetics, Job satisfaction, Formal properties, Representational properties, Expressive properties

INTRODUCTION

For decades organizations are saddled with the challenges of efficiency and effectiveness which are determined by quality decisions taken by managers especially on employees. This present age witnessed the neglect of the perspective of organisational aesthetics in organisations (Guillén, 1997). Today, however, there has been a significant shift in organizations in this direction as managers seem to realize that employees no longer want to be managed by obsolete rules from the machine age (Pascale et al. 2000). With the emergence of talent management and labour-centrism, employees now expect responsive and sensible value creation from the modern organizations (Hasan et al., 2007; Pascale et al. 2000; Bryan and Joyce, 2005), which will fulfill the needs and aspirations of employees. Hansen et al (2007) posit that organisations of the 21st century require a new perspective on organizational research by relating to the feelings, intuition, and thoughts of the people since employees use more than rationality and intellectuality to make decisions. Owing to the new trend of making organizations more labour-centric (Zammuto et al., 2007), researchers have started showing interest in the organizational aesthetics that can provide a wide range of insights generated from the felt meaning through sensory perceptions and intellectual knowing (Chelariu, Jonston, & Young, 2002).

The philosophy of organizational aesthetics was aroused by the growing awareness of human issues in the organizations like meaning, spirituality and human development (Simon, 1996; Boland and Collopy, 2004), and with the changing function of organizations, there seems to be an argument for the aesthetic perspective in organizations. A dominant focus on the functional value of organizations could be changed or enriched by adding aesthetic value to organizations. This attention to aesthetic value meets employees' needs to feel a sense of satisfaction at their jobs. Aesthetics, according to Taylor (2009), is the field of sensuous knowing. It includes the information and meaning derived based on the sensory experience about feelings and emotions (Hansen, Sauer &Ropo, 2007). Aesthetics provides a personal sentiment by experiencing and understanding through sense and taste (Carchia and D'Angelo, 1999: 257). It is derived from the physical environment that can evoke a sensory response (Rafaeli & Vilnai-Yavetz, 2004). It includes the complexity of visual design, colors, furniture, materials and various finishes within the workplace (McCoy & Evans, 2002). It relates to a form of human knowledge exclusively provided by sense perception through hearing, sight, touch, smell, and taste (Strati, 2007). It largely depends on sensing and feeling as well as on empathy and intuition (Ramirez, 2005) and builds a cognitive process in the development of individual and organizational knowledge (Gagliardi, 1999).

Job satisfaction, on the other hand, represents one of the most complex areas facing today's managers in managing their employees. The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs and personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction, the logic is that a satisfied employee is a happy employee and a happy employee makes for a successful organization. It is against this background that this study investigated the effect of organizational aesthetics on employee job satisfaction.

The objective of the Study

The broad objective of this study was to investigate the effects of aesthetics on employee job satisfaction in the banking sector.

While the specific objectives were:

1. To determine the extent expressive properties affect employee job satisfaction.
2. To ascertain the effect of representational properties on employee job satisfaction.
3. To evaluate the extent formal properties affect employee job satisfaction of employees.

Hypotheses

Hypotheses I:

H_1: Expressive properties significantly affect employee job satisfaction in the banking sector.

Hypotheses II:

H_1: Representational properties have a significant effect on employee job satisfaction in the banking sector.

Hypotheses III:

H_1: Formal properties have a significant effect on employee job satisfaction in the banking sector.

LITERATURE REVIEW

We make all kinds of meaning derived from the sensory experience of our work lives, and aesthetics can redefine the organizational studies as it abounds in organizations (Strati, 1999). Strati (2000) opines that aesthetics examines the appearance, artifacts and symbolic elements of the organization's image and feelings derived thereof, adding that the aesthetic understanding of work and organizational life can be gotten through heeding the feelings, desires, taste, talents, and passion of the people. The aesthetic dimension of organizational life highlights the materiality of everyday routine in organizations (Strati, A. 2010). As organizations consist of people and aesthetics being an integral part of an employee's personality; it redefines and reshapes the organizational experiences of the employee (Ottensmeyer, 1996).

Griffiths & Mack (2007) found that multi-sensory awareness in the form of scene, touch, sound, smell, and taste was recognized as essential aspects in shaping organizational life. Researchers claimed that organizations with aesthetics sensitivity and office design play an important role in engendering employee satisfaction (Gardner, 2001; Pollock, 2000). Physical environment settings with aesthetics influence employee's manner of interaction, affection to the job, interpersonal cooperation and gives rise to personal expertise, talent, and creativity (Strati, 1999:5; Strati, A. 2010). Aesthetics also has the ability to influence sensual commitment to organizational changes by encouraging seamless adaptation by employees to the business environment (Highsmith, 2004; Haeckel, 1999). Weggeman et al. (2007) also asserted that organizational performance by employees might be enhanced through the aesthetics of organizational work process and structures. Aesthetics in organizations are used as instruments for teambuilding, communication training, leadership development, and innovation (Darsø 2004,). It is also used to make better business towards more human and profitable organizations (Darsø, 2004,).

From the foregoing, we deduce that aesthetic value satisfies needs, for individual employees as well as for organization's management. This can be considered as job satisfaction, like Zhang (2007) supports. This perspective explains human's various needs, the relationship between needs and psychological well-being, and environmental factors and their impact on employee satisfaction. The subject of organizational aesthetics has been approached in various ways by scholars and academic literature. However, it is generally accepted that aesthetic experiences are triggered by objects because of the recognition and attribution of aesthetic properties (such as formal, representational, and expressive properties) as part of these objects (Goldman, 1992; Zangwill, 2003). This study looks at organizational aesthetics in three aspects:

Expressive Properties

Expressive Properties is about secondary qualities or so-called sensory properties like color, sights, sounds, tastes, and smells (e.g. Zangwill, 2003). This type of property is most related to the personal taste and style of the observer (e.g. Reber et al., 2004; Cooper et al., 1992) and can be recognized in organization stimuli like house style, interior, exterior and working conditions.

Bornstein (2007) in his work, Essentials of Psychology, states that in organizations where employees are exposed to stressful working conditions, productivity is greatly influenced and that there is a negative impact on the delivery of service. The problem of the study was to investigate the reasons for the lack of productivity in organizations. Questionnaires were distributed and sampled from five organizations in some selected locations in America. Data collected were presented in a graph, pie chart, and bar chart. Findings revealed that stressful working conditions impact negatively on workers job satisfaction, hence it is concluded that Management should ensure proper working condition for employees.

Haruna (2013) examined what satisfies employees the most in A.T.B. University, and their level of job satisfaction, using Herzberg's Two-factor theory. Review of literature in the areas of motivation theories and job satisfaction was done. Convenience sampling was used to select and administered questionnaires to senior staff of A.T.B. University, Bauchi, Nigeria. It was a quantitative study where 100 copies of the questionnaire were administered and 88 percent response was obtained. Correlation and linear regressions were adopted in the analysis using the Statistical Package for Social science (SPSS version 17.0). The results show that the respondents received job satisfaction from both the motivating factors(Performance, recognition, job status, responsibility and opportunities for growth)and the hygiene factors(salary, secondary working conditions, the relationship with colleagues, physical workplace and the relationship between supervisor and employee).

Representational Properties

Representational Properties comprise of symbolic value, history, values, etc. for identification. In the theory of aesthetics, identification is linked with the representation of the work of art (Parker, 2007; Rafaeli and Vilnai-Yavetz, 2004). Representational properties concern 'phenomena mediated by interest' (Zemach, 1997), and fulfill a role of proximity, recognition, and identification for the observer (Rancour-Lafierre, 1999). For organizations, we can relate these types of properties to the aspect of goal and value congruence for a good person-organization fit, need for attachment, fulfillment and affective commitment (Herrbach, 2006; Parry, 2006).

According to Taormina and Gao (2013), for each of the five needs in Maslow's motivational hierarchy (physiological, safety-security, belongingness, esteem, and self-actualization), operational definitions were developed from Maslow's theory of motivation. New measures were created based on the operational definitions (1) to assess the satisfaction of each need, (2) to assess their expected correlations (a) with each of the other needs and (b) with four social and personality measures (i.e., family support, traditional values, anxiety/worry, and life satisfaction), and (3) to test the ability of the satisfaction level of each need to statistically predict the satisfaction level of the next higher-level need. Psychometric tests of the scales conducted on questionnaire results from 386 adult respondents from the general population lent strong support for the validity and reliability of all 5 needs measures. Significant positive correlations among the scales were also found; that is, the more each lower-level need was satisfied, the more the next higher-level need was satisfied. Additionally, as predicted, family support, traditional values, and life satisfaction had significant positive correlations with the satisfaction of all 5 needs, and the anxiety/worry facet of neuroticism had significant negative correlations with the satisfaction of all the needs. Multiple regression analyses revealed that the satisfaction of each higher-level need was statistically predicted by the satisfaction of the need immediately below it in the hierarchy, as expected from Maslow's theory. The study, therefore, concluded that representational properties such as the need for belonging, achievement, and attachment have a significant effect on job satisfaction.

Royle and Hall (2012) conducted a research on the relationship between McClelland's theory of needs, feeling individually accountable, and informal accountability for others. The research examined the relationship between the dimensions of McClelland's Theory of needs (i.e., needs for power, achievement, and affiliation), felt accountability, and employee job satisfaction. The study's aim was to enhance organizational research by demonstrating the mediating effects of informal accountability, on the needs of employees. The research tested hypotheses using data collected from 187 working adults. The study concluded that felt accountability partially mediates the relationship between achievement, affiliation needs, and the employee.

Formal Properties

Formal properties concern aspects such as harmony, balance, repetition, climax, and grouping or the Gestalt properties like simplicity, predictability, and motif. Values such as alignment of management and employees' interests, a balance of organization goals and goals of employees, alignment of activities, working on the same goals, the coherence of things and internal cooperation) can be considered as formal aesthetic properties like harmony and

balance. Other stimuli such as coherence of things, alignment of activities or working on the same goals are experienced by a combination of senses resulting in a sort of feeling of coherence.

Mbalamula et al (2017) affirm that the Administrative theory developed by Henri Fayol is among the notable classical theoretical frameworks of management in social organizations including schools. The study pursued an understanding of the utility of Henri Fayol's 14 principles of administration among managers of secondary schools in Tanzania focusing on the nature of leadership and the perceived significance of the principles on daily management processes among school managers. A cross-sectional survey was adopted to collect data using questionnaires from 68 school managers across 32 secondary schools in three regions of Tanzania Mainland. The data collected were analyzed using the Statistical Package for Social Sciences. The findings revealed that a relatively large number of school managers have had leadership experience, but many are still juniors with stumpy leadership in-service training. Further, the division of labor was identified to be of critical importance in the administration process. The study concludes that formal properties such as the alignment of management and employee goals and internal coherence, among others, are indispensable for successful implementation of the purposed objectives and goals of an organization.

Theoretical Framework

Two-Factor Theory: In 1966, Fredrick Herzberg came up with is now popularly known as the Two-Factor Theory. It is a theory that identifies two sets of factors that influence job satisfaction: job-context factors and motivation. A psychologist at Case Western University Cleveland, Herzberg conducted a number of experiments, using two hundred engineers and accountants and some non-professionals in a firm in Pittsburgh. He wanted to find out the factors that motivated them and those that do not. The studies led to his classification of the factors in the workplace into the tangibles and intangibles. The tangibles are the maintenance or job context factors; which include some necessities of the job like salary, job security, work conditions, personal life, and status. Others include company policy, technical supervision, interpersonal relations with a supervisor, interpersonal relations with peers, and interpersonal relations with subordinates. Herzberg noted that the tangibles are important when they are lacking but of low motivational value when they are there, serving only to meet the minimum expectations of workers (Eboh, 2008).

Herzberg further stated that the intangibles also called the motivators or satisfiers constitute the real motivating factors in the workplace. They bring real satisfaction on the job. These include achievement, recognition, advancement, responsibility, the work itself. Herzberg

noted that the job-context hygiene factors are extrinsic, that is they emphasize on the environment in which the job or task is carried out. On the other hand, the motivators are intrinsic because they take place within the job content. In simple terms, what Herzberg is saying is that the absence of the job-context factors can make the worker unhappy but their presence in the work environment does not motivate the worker. The above is described as Expressive properties. Therefore, the first objective of this work is: To determine the extent to which expressive properties improve employee satisfaction.

Hierarchy of Needs Theory

Abraham Maslow proposed a theory of Hierarchy of Needs in which five basic classes of needs influenced human behaviour. It is a popular humanistic theory of motivation. It is based on the assumption that man is a wanting being, i.e. his wants are growing continuously even when some wants are satisfied. Attention to all human needs is essential for motivation. It explains human behaviour in terms of basic requirements for survival and growth. These needs are arranged according to their importance of survival and their power to motivate the individual. These needs are Physiological, Safety, Belongingness and love, Esteem Needs and Self-actualization. It is termed as the original five-stage model. The hierarchy of needs is often depicted as a pyramid with Physical survival needs located at the base of the pyramid and the need for Self-Actualization located at the top. A satisfied need does not act as a motivator as one's need is satisfied, another replaces it.

The order of needs reflects differences in the relative strength of each need. According to Maslow, the lower a need in the hierarchy, the greater is its strength, because when a lower level need is activated, people will stop trying to satisfy a higher-level need and focus on satisfying the currently active lower level need. Needs at a higher level of the hierarchy are less oriented towards physical survival and more towards psychological well-being and growth. An individual is motivated to behave by unsatisfied needs; once a certain need is relatively satisfied, it no longer motivates, instead, it activates the next higher level of need. Maslow believed that the only reason that people would not move well in direction of self-actualization is that of the hindrances placed in their way by the society. The need for affiliation and achievement, among others, are under Representational Properties.

METHODOLOGY

The survey research design was applied in this study and this made it possible to elicit the opinions of the respondents through the use of a questionnaire. The population consisted of 115 staff of First Bank Ltd in Enugu metropolis.

Table 1 Number and distribution of the population size

No	Level of employee	No of employee	Sample
	Management staff	20	15.4
	Senior staff	24	18.5
	Supervisory staff	28	21.6
	Junior staff	43	33.2
	Total	115	89

Source: First Bank, Enugu (2018).

The sample size was determined using Taro Yamane formula since the study involved a finite population.

$$n = \frac{N}{1 + N(e)^2}$$

Where

    1 = constant value

    n = sample size

    N = finite population

    e = limit of error tolerable

Therefore $n = \dfrac{115}{1 + 115(0.05)^2}$

$$n = \frac{115}{1.2875}$$

$$n = 89$$

The Boyles' proportion allocation formula was used in apportioning the sample size among the Departments the bank as shown below:

$$nh = \frac{n(Nh)}{N}$$

Where

    nh = sample size

    nh = population size each cadre

    N = total population size

    n = total sample size

Table 2 sample size stratification by employee's cadre

No	Level of employee	No of employee	Samples / research
	Management staff	20	15.4
	Senior staff	24	18.5
	Supervisory staff	28	21.6
	Junior staff	43	33.2
	Total	115	89

Source: Author

The instrument used in the data collection was a structured five-point Likert scale of: Strongly agree, Agree, Strongly disagree, Disagree, and Undecided. The questionnaire was carefully constructed based on the research objectives of the study. In addition, a pre-test was conducted on all the questions contained in the questionnaire to check and ensure its validity as regards the ability of the instrument to measure what it is supposed to measure. Again, the reliability of the instrument was determined through a pilot study. The test-re-test method of carrying out a reliability test was applied using copies of the questionnaire and it yielded a correlation value of 0.84 which we considered very significant.

Tables and simple percentages were used for data analyses while the hypotheses were tested with simple linear regression. This was to show the extent to which the independent variables affect the dependent variables. All the test tools were applied using the Statistical Package for the Social Sciences (SPSS) version 21.

ANALYSIS AND RESULTS

Test of Hypotheses

Hypothesis 1

H_1: Expressive properties significantly affect employee job satisfaction.

Table 3 Hypothesis 1 testing output

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Expressive_properties[b]	.	Enter

a. Dependent Variable: Employee_job_satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.793	.742	6.19085

a. Predictors: (Constant), Expressive properties

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	588.027	1	588.027	15.343	.017[b]
	Residual	153.306	4	38.327		
	Total	741.333	5			

a. Dependent Variable: Employee_job_satisfaction

b. Predictors: (Constant), Expressive properties

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	63.398	8.324		7.617	.002
	Expressive_properties	-.693	.177	-.891	-3.917	.017

a. Dependent Variable: Employee_job_satisfaction

The linear regression analysis results for hypothesis one show that there is a strong relationship between expressive properties and employee's job satisfaction (R = .891). The R square shows that 79.3% of the variation in employee's job satisfaction can be explained by expressive properties. The adjusted R Square value of 0.742 is an indication that the model fits the population adequately. The regression sum of the square 588.027 is more than the residual sum of the square 153.306 indicating that the variation is due to chance. The F-statistics = 15.343 shows that the model is significant ($p = 0.017 < 0.05$). Based the result (p-value = $0.017 < 0.05$), the null hypothesis is rejected. The authors therefore conclude that there is a significant relationship between expressive properties and employee's job satisfaction.

Hypothesis 2

H$_1$: Representational properties have a significant effect on employee job satisfaction.

Table 4 Hypothesis 2 testing output

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Representational_properties[b]	.	Enter

a. Dependent Variable: Employee_job_satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956[a]	.915	.894	7.94295

a. Predictors: (Constant), Representational_properties

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2710.471	1	2710.471	42.962	.003[b]
	Residual	252.362	4	63.091		
	Total	2962.833	5			

a. Dependent Variable: Employee_job_satisfaction

b. Predictors: (Constant), Representational properties

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	73.572	7.787		9.448	.001
	Representational properties	-.947	.144	-.956	-6.555	.003

a. Dependent Variable: Employee_job_satisfaction

The linear regression analysis shows that there is a strong relationship between expressive properties and employee's job satisfaction (R = .956). The R square shows that 91.5% of the variation in employee's job satisfaction can be explained by expressive properties. The adjusted R Square value of 0.894 is an indication that the model fits the population adequately. The regression sum of the square 2710.471 is more than the residual sum of the square 252.362 indicating that the variation is due to chance. The F-statistics = 42.962 shows that the model is

significant (p = 0.003 < 0.05). The authors therefore conclude that representational properties have a significant effect on employee's job satisfaction.

Hypothesis 3

H₁: Formal properties have a significant effect on employee job satisfaction.

<div align="center">Table 5 Hypothesis 2 testing output</div>

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Formal_properties	.	Enter

a. Dependent Variable: Employee_job_satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960[a]	.922	.903	3.12524

a. Predictors: (Constant), Formal properties

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	462.265	1	462.265	47.329	.002[b]
	Residual	39.068	4	9.767		
	Total	501.333	5			

a. Dependent Variable: Employee_job_satisfaction

b. Predictors: (Constant), Formal properties

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	76.790	9.984		7.691	.002
	Formal properties	-.912	.133	-.960	-6.880	.002

a. Dependent Variable: Employee_job_satisfaction

The linear regression analysis indicates that there is a strong relationship between expressive properties and employee's job satisfaction (R = .96). The R square shows that 92.2% of the variation in employee's job satisfaction can be explained by expressive properties. The adjusted R Square value of 0.903 is an indication that the model fits the population appropriately. The regression sum of the square 462.265 is more than the residual sum of the square 39.68 indicating that the variation is due to chance. The F-statistics = 47.329 shows that the model is significant (p = 0.002 < 0.05). The authors therefore conclude that formal properties have a significant effect on employee's job satisfaction.

DISCUSSION OF FINDINGS AND MANAGERIAL IMPLICATIONS

The result from the test of hypothesis one shows that expressive properties affect employees' satisfaction. This result is corroborated by Hughes (2007) who reported that nine out of ten employees believe that workplace quality affects the attitude of employees and enhances their job satisfaction. Also, the result from test of hypothesis reveals that representational properties have a significant effect on employee job satisfaction. Representational properties relate to the aspect of goal and value congruence for a good person-organization fit, need for attachment, fulfillment and affective commitment (Herrbach, 2006; Parry, 2006). According to Taormina and Gao (2013), for each of the 5 needs in Maslow's motivational hierarchy (physiological, safety-security, belongingness, esteem, and self-actualization), operational definitions were developed from Maslow's theory of motivation. The statement of Taormina and Gao (2013) agrees with the opinion that job security has a significant effect on employee job satisfaction. The outcome of this view is that, when the employees will develop trust for management to be making such efforts, they feel a sense of attachment, belonging and affective commitment, which is likely to have the positive results in achieving the organizational goals. Similarly, result from the test of hypothesis indicates that formal properties have a significant effect on the job satisfaction of employees. These formal properties include Alignment of management and employees' interests, a balance of organization goals and goals of employees, alignment of activities, working on the same goals, a coherence of things and internal cooperation. The consequent wider scope of the use of the fourteen principles of management as propounded by Henri Fayol reflects their significant utility in all organizations including the banking industry (Poudyal, 2013; Adegboye, 2013; Schimmoeller, 2012). This statement aligns with the findings that formal properties have a significant effect on the job satisfaction of employees. For example, Griffiths & Mack (2007) averred that multi-sensory awareness in the form of scene, touch, sound, smell, and taste was recognized as essential aspects in shaping organizational life. Organizations with aesthetics sensitivity and office design play an important role in engendering employee

satisfaction (Gardner, 2001; Pollock, 2000). Physical environment settings with aesthetics influence employee's manner of interaction, affection to the job, interpersonal cooperation and gives rise to personal expertise, talent, and creativity (Strati, 1999:5; Strati, A. 2010). Aesthetics also has the ability to influence sensual commitment to organizational changes by encouraging seamless adaptation by employees to the business environment (Highsmith, 2004; Haeckel, 1999). Weggeman et al. (2007) Organizational performance by employees is enhanced through the aesthetics of organizational work process and structures. Aesthetics in organizations should be used by managers as instruments for team-building, communication training, leadership development, and innovation.

RECOMMENDATIONS

The following recommendations are made in line with the current findings:

1. Organizations should consistently create working conditions and physical workplace that are visually and emotionally appealing so as to increase affective commitment and employee engagement. This will help motivate workers towards the achievement of organizational goals.

2. Organizations should seek to attract and retain talents by putting policies and programmes in place that meet workers need for attachment, fulfilment, esteem and self-actualization. This will ensure a good person- organization fit, and reduce employee attrition.

3. Organizations should align management goals and interests with those of the employees, as much as possible; to make for harmonious relations among staff and ultimately ensure internal cooperation in the workplace.

CONCLUSION

From the foregoing, we conclude that aesthetic value satisfies employee needs in organizations and this can be considered as job satisfaction. This perspective explains human needs; the relationship between needs and psychological well-being, and environmental factors and their impact on employee satisfaction. The subject of organizational aesthetics has been approached in various ways by scholars. However, it is generally accepted that aesthetic experiences are triggered by objects because of the recognition and attribution of aesthetic properties such as formal, representational, and expressive properties.

SCOPE FOR FUTURE RESEARCH

This study only investigated the effect of organizational aesthetics on employee job satisfaction in the banking industry, and this left a gap for future applied research in three particular areas: First, researchers could engage in a process of action research working alongside institutions

as they design and implement properties of organizational aesthetics. In particular this will allow the various aspects of organizational aesthetics to be monitored and further modified as a result of observing it throughout its realization process. Second, as organizational aesthetics model gains wider acceptance in organizational mainstream, more public and private sector organizations could also be studied, thus allowing an enhanced understanding of the organizational aesthetics from different operating contexts. Third, study could be carried out to determine the nexus between emotional intelligence and organizational aesthetics.

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