ORGANISATIONAL CLIMATE AND ITS EFFECT ON EMPLOYEES' JOB SATISFACTION AND COMMITMENT

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Abstract

The need to embrace the rising changes in the employment market place has made organisations to strive for committed employees and the absence of such breeds deficiency in job satisfaction and employees' commitment. The study was aimed at examining the effects of organisational climate and its effects on employee's job satisfaction and commitment of selected tertiary institutions in North Central, Nigeria. This study adopted a primary means of data gathering and a close ended questionnaire was designed to gather information. The study population was 3184 and a sample of 314 was taken out of a population with the aid of Krejcie and Morgan (1970) Table of Sample. Hence, this study revealed that organisational climate does have significant effect on job satisfaction and employees' commitment to job. Additionally, this study concludes that organisational climate through the adoption of reward, teamwork, training and development and autonomy has positive effects on commitment of academic staff. Lastly, this study recommends that universities in Nigeria especially in the North Central must ensure that adequate attention is given to organisational climate through reward, teamwork, training and development and autonomy to academic staff in order for employees to achieve impactful job satisfaction and commitment which will in turn affect the overall performance of the Institutions.

Keywords: Organisational Climate, Employee's Job Satisfaction, Commitment

Introduction

Every business enterprise has the ability to acquire new technology due to their financial worthiness, but the organisational factors seem to determine the success of these acquisitions. Since the dynamic nature of the business environment has brought about increased global competition, devaluation and technological advancement which have triggered many changes making many organisations to struggle for survival (Castro &Martins, 2010). Organisations in the ever-changing environment are faced with more challenges than before, irrespective of the type or size. The need to embrace the rising changes in the employment market place has made organisations to strive for committed employees. Every organisation wants to efficiently implement business strategies, achieve their goals, gain competitive advantage and optimize the use of human capital. This is because organisations'

have recognized that human resource is one of the most important assets it can boast of in the workplace since they are run and steered by people whose primary aim is to meet the goals and priorities set (Bekele, 2014).

Climate of an organisation, according to Venkatesh (2019) is like a person's personality. Just as each individual has a personality that makes him special and distinct from other people, each organisation has a climate that clearly distinguishes him/her from others. The organisational environment essentially represents a person's perception of the company to which he belongs and impacts job satisfaction by implication. Work climate relates to performance, employees attitude, job involvement and satisfaction of the employees. Social, organisational and physical climates serve as the driving force for jobs and duties; also, they noticeably affect the attitude, performance and work productivity of the employees.

Since the 1930s, the partnership between management and employees of both industry and academia has gained growing attention. Attitudes of the employees towards their organisation asa result of their work environment are important issues in organisational behavior literature. Organisation climate differs from country to country and industry to industry. However, organisational climate remains an important factor that impacts on performance which manifests from the relationship between organisational climate and predictive variables such as satisfaction, commitment and involvement. Concepts such as job satisfaction need for achievement, affiliation and power, overall organisational effectiveness and performance, and organisational commitment are also found to be the consequences of perceived organisational climate (Berberoglu, 2018).

Academic staff are expected to train and retrain younger ones in order to reproduce themselves in the overall development of the university and nation as a whole. However, the process of moving from one place to another in the quest for greener pasture has led to high mobility of labour tagged brain drain. Hence, there is need for a good and well-structured organisational climate in order for universities to retain their best hands and create sustainable competitive advantage. In relation to this, various factors have been identified as the major hindrance to the positive effect of organisational climate on employees' attitude in Nigeria institutions as it has been identified that when there is job satisfaction, commitment and motivation there is usually increased productivity in the work place, which also leads to positive work related attitude, and vice versa. Another factor identified is that there is difficulty in obtaining a structural and enforceable laid down procedure within the

university system in Nigeria. Also, many universities do not have detailed schedule of work and job specifications, their staff also do not operate official work hours and research periods. This lack of a well-planned academic curriculum most times may have a direct consequence on employees' commitment.

Therefore, this study aimed to analyze the effect of organisational climate on work related attitude, it will be directed to know how far organisational climate tends to affects employees' satisfaction and commitment in an organisation.

Hypotheses Tested

H_{01} Organisational climate has no significant effect on employees' job satisfaction.
$H_{02:}$ Organisational climate does not have any significant effect on employees' job commitment.

Literature Review

Organisational Climate

The concept of organisational climate can be traced back to the early 1900 with work of Lewin and Stringer (1939). Early researches suggested that the social climate or atmosphere created in a workplace had significant consequences- on employees' perceptions of the work context. This purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organisational productivity (Katz& Kahn, 2004). Organisational climate as a concept is related to employees' perception and has been attracting many researchers (Arabaci, 2010; and McGregor, 2000).

Organisational climate has been studied extensively and has proven useful in capturing perceptions of the work context (Denisson, 2006; Ostroff, Kinicki &Tamkins, 2007).Climate of an organisation according to Venkatesh (2019), is somewhat like the personality of a person, just as every individual has a personality that makes him/her unique and different from other persons. Each organisation has an organisational climate that clearly distinguishes it from other organisations. Climate is described as an experiential description of the working environment and, more specifically, the perception of employees in their organisation of formal and informal policies, practices and procedures (Schneider, 2008). It is also described by Veyrat (2016) as a set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and work in this environment

to influence and motivate the behaviour of the people. Organisational climate is a fundamental building in the work and organisational climate, as it provides a suitable context for the study of organisational behaviour, enabling the exploration of individual and group behaviors. This has resulted in organisational climate been a direct or indirect subject of many behavior projects and emerging as constructs with many behavior consequences.

Schneider and Hall (1972) states that organisational climate exists in individuals‟ perceptions of their organisational environment. These perceptions are formed by the individual using inputs of objective events in and characteristics of the organisation, as well as characteristics of the individual.

Job Satisfaction

The concept of employee satisfaction was first developed by Elton Mayo in the late 1920s and early 1930s. It is inspired by a survey carried out on the employees of the Western Electric Company Hawthorne plant in Chicago. The result revealed that the emotions of employees can affect their working behaviours (Sadegh & Azadeh, 2012). Traditionally, the concept of job satisfaction has been of great interest to social scientists concerned with the labour issues in an industrial society. Many have been interested in job satisfaction, for example, as a consequence of the philosophy of personal value that suggests that work that enables the fulfillment of ones needs foster the integrity of the individual while work without these characteristics restricts the creation of personal ability and is therefore to be viewed negatively. Thus a common definition of job satisfaction is that it is the attitude that a person has towards his or her work. Job satisfaction further implies enthusiasm and happiness with one's work. It is the key ingridient that leads to recognition, income, promotion, and the achevement of other goals that bring a feeling of fulfilment (Kaliski, 2007). Another definition by Schwepker (2001) said that job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's values. A person may feel satisfied when they are appreciated for the work done or for achieving a milestone.

Employee Commitment

Employee commitment has been receiving a lot of attention from researchers in the last two decades due to its effects and potential impact on organisational success. Commitment could be described as the holy grail of organisational behaviour and business psychology (Bekele, 2014). The key objective of all organisation is to

develop a positive corporate culture as advanced by Park, Christie and Sype (2014). Who opined that committed employees may be more likely to engage in organisational citizenship behaviours, that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations afloat in the markets competitive. Yilmaz and Çokluk-Bökeoğlu 2008) explained that employees with a high level of organisational commitment have a positive impact on organisational performance because they lower the frequency of negative performance and improve service quality. A committed employee is a person that is more cooperative and competitive and has higher levels of satisfaction, commitment and responsibility. They continue to note that organisational engagement does not only enhance success in a certain situation but also enable the employee to perform other voluntary actions required for organisational existence and for the performance of a high standard programme. Committed employees are loyal to the organisation, they share in its values, and identify with the goals of the organisation. Thus, they have little reason to want to leave (Lambert & Hogan (2009).

Employee commitment has been studied in different sectors, the public, private, and non-profit sector, and more recently a diverse definition of this construct is seen by many scholars as a variety of antecedents and outcomes that have been identified in the work of Meyer, Stanley and Parfyonova (2012) who demystified commitment using a multidimensional approach and consider it to have affective, continuance and normative perspectives. Abdullah (2012) reported that commitment is a sort of bond between an employee and the organisation he is working for and the extent to which this bond is dependent on various factors.
Employee commitment has a strong relationship with employee behaviour and it can be a link between the employee and the organisation that includes job satisfaction among its specific components.

Theoretical Review

The Social Exchange Theory

The social exchange theory or the norm of reciprocity was propounded by Gouldner (1960). The theory involves repayment i.e. a person who receives a benefit from another reciprocates and provides something beneficial in return. In the light of this theory, employee who receives socioeconomic resources from their organisation can feel obliged to respond in kind and repay the company in some way. Increasing

loyalty to the organisation is one way for workers to repay their organisation (Cropanzano & Mitchell, 2005). The employee's positive attitudes towards their organization depends on employees' perceptions of how much the employing organisation cares about their well-being and values their contribution (Allen & Meyer, 2003, & Aryeetal, 2002) explained the organisation and employee relationship can be characterized as consisting of social and/or economic exchanges. Fauziah et al. (2013) is said to be the impetus for this discretionary effort and commitment to a productive climate.

Empirical Review

The study was based on the collection of responses from 100 executives via questionnaire and the results were then computed in form of a percentage system for easier understanding. They found out that positive relationship exists between organisational climate and employees' job satisfaction. The study revealed that the organisation's clear structure, chain of command, mechanism of coordination, and communication systems enhance employees' performance and increase employee satisfaction; thereby resulting in to a positive organisational climate.

Riad, Labib and Nawar (2016) carried out a study which examined the impact of organisational climate on affective commitment at the College of Management and Technology in Egypt. Data was collected from employees through structured questionnaire administered to 70 employees working in different departments of the college. Regression and descriptive statistics were used for analyses with the aid of SPSS statistical package.

The relationship was analysed using the method of hierarchical regression and was deemed statistically significant.. The researcher observed that the acts of the leader could create ethical climate and consequently, commitment takes place among employees. As a managerial implication, firms should improve the conditions of ethical climate in the organisations to increase the effect of organisational justice on organisational commitment. If firms do not establish ethical environment in their organisations, the effect of the organisational justice on organisational commitment cannot reach satisfactory level.

Methodology

This research made use of survey research design. The study was cross sectional. The use a case study which enabled it gain an in-depth and a better understanding

of the variables under study. The population of the study are four selected Federal universities in North Central region of Nigeria. These Universities are: University of Ilorin, Ilorin, Kwara State, University of Abuja, FCT, FUT Minna, Niger State and Federal University, Lokoja, Kogi State. These universities were chosen due to similar organisational culture dictated by the control exercised by Federal Government of Nigeria through its guidelines. The respondents, which are the academic staff population of these four universities account for more than 50% of the academic staff in the seven Federal Universities in the North Central region. The recent prevalent issues of insecurity, kidnapping and herdsmen crises in some parts of the North Central geopolitical zone of the country influenced the choice of the universities. The total population of these selected institutions is 3184 (Three thousand One Hundred and Eighty Four) according to the selected institutions' registry. The sampling techniques are based on random and purposive sampling methods, Krecjie and Morgan (1970) table was used to determine the sample size which is 340. Questionnaires were the instruments used in collection of data.

Discussion of Result

Test for Hypothesis One

Table 1 ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.274	4	5.069	18.013	.000[b]
	Residual	87.510	311	.281		
	Total	107.784	315			

a. Dependent Variable: Satisfaction
b. Predictors: (Constant), Team Work, Reward, Autonomy, Training and Development

Source: Authors' Fieldwork Computation, 2019

Also, the result of regression, as contained in the table below, shows that the R-Square gave a value of 18.8 per cent. The value of R-square indicates a strong relationship between the observed and predicted values of the variables. In other words, this means that the model (which includes Team Work, Reward, Autonomy, Training and Development are predictors or independent variables) explained about 18.8 per cent of the variance in the dependent variable (perceived satisfaction level). The Durbin-Watson Statistics gives 1.891 coefficient which indicates that there is absence of serial correlation in the error terms of the model as such rules out problems associated with spurious regressions.

Table 2 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.434[a]	.188	.178	.530	1.891

a. Predictors: (Constant), Team Work, Reward, Autonomy, Training and Development
b. Dependent Variable: Satisfaction

Source: Authors' Fieldwork Computation, 2019

Specifically, the result of regression, as contained in the Regression Coefficients, tests the hypotheses of this study. From the output in the table below, there was positive relationship between perceived training and development and perceived satisfaction level, such that, a unit increase in perceived training and development scores caused about .086 unit increase in perceived satisfaction level scores which was statistically significant at 1 per cent with the aid of the p value (0.005). It, thus, infers that the better the training and development, the higher the variation in satisfaction level.

Also, there was positive relationship between perceived autonomy and perceived satisfaction level such that a unit rise in perceived autonomy scores induced about .148 unit increase in perceived satisfaction level scores which were statistically significant at 1 per cent going by the p value (0.000). It, therefore, implies that, all things being equal, the more the autonomy, the higher and the variation in satisfaction level of the employees.

More importantly, there was positive relationship between perceived reward and perceived satisfaction level such that a unit rise in perceived reward scores induced about .073 unit rise in perceived satisfaction level scores which was statistically significant at 1 per cent going by the p value (0.000).

Furthermore, there was positive relationship between perceived team work and perceived satisfaction level such that a unit rise in perceived team work scores induced about .244 unit rise in perceived satisfaction level scores which was statistically significant at 1 per cent going by the p value (0.000).

Table 3 Regression Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.501	.296		5.067	.000
	Training and Development	.086	.060	.084	3.444	.005
	Autonomy	.148	.039	.204	3.800	.000
	Reward	.073	.064	.061	3.129	.000
	Team Work	.244	.051	.268	4.790	.000

a. Dependent Variable: Satisfaction

Source: Authors' Fieldwork Computation, 2019

The regression equation above has, therefore, established that, taking all factors into account (Training and Development, Autonomy, Reward and Team Work), constant at zero, satisfaction will be 1.501. The findings presented further shows that, taking other independent variables (Training and Development) at zero, a unit increase in modification of training and development would lead to 0.086 (0.86%) increase in the satisfaction. Similarly, it is revealed that when modification in autonomy is held at zero, a touch on the autonomy will result in 0.148 (14.8%) improvement in satisfaction. Also, it is revealed that when modification in reward is held at zero, a touch on the reward will result in 0.073 (0.7%) improvements in satisfaction. Modification in team work is held at zero, a touch on the team work will result in 0.244 (2.4%) improvements in satisfaction.

As a result of this, it was concluded that organizational climate has significant effect on employees' job satisfaction due to the fact that the p-values which is 0.000, is less than 0.05 level of significance ($p< 0.05$). Thus, the Null Hypothesis was rejected and the alternate is accepted. This is in tandem with the study of Singh and Shrivastava (2016), Ojokuku (2013), and Adeniji (2011), who all reported significant positive relationship between the variables of organisational climate and employees satisfaction. They opined that the social climate or atmosphere created in a workplace had significant consequences-employees' perceptions of the work context which purportedly influenced the extent to which people were satisfied and perform up to their potential on their job, which, in turn, was predicted to influence organisational productivity.

Test for Hypothesis Two

Standard multiple regression was used to explore the effect of team work, reward, autonomy, training and development on commitment. The result of regression as contained in Table 4 ANOVA, shows that the F -test was 9.438, significant at 1 percent [p<.000]. This showed that model was well specified.

Table 4 ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.912	4	2.728	9.438	.000[b]
	Residual	89.888	311	.289		
	Total	100.800	315			

a. Dependent Variable: Commitment
b. Predictors: (Constant), Team Work, Reward, Autonomy, Training and Development

Source: Authors' Fieldwork Computation, 2019

Also, the result of the regression as contained in Table 5 (Model summary) shows that the R Square gave a value of 10.8 percent. This means that the model (which includes team work, reward, autonomy, training and development) explained about 10.8 percent of the variance in perceived commitment. The Durbin-Watson Statistics gives 1.636 coefficients which indicate that there is absence of serial correlation in the error terms of the model and as such, rules out problems associated with spurious regressions.

Table 5 Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.329[a]	.108	.097	.538	1.636

Source: Authors' Fieldwork Computation, 2019

Specifically, the result of regression, as contained in Table 6, positive relationship between perceived training and development and perceived commitment such that a unit increase in perceived training and development scores caused about .037 unit increase in perceived commitment scores. This was statistically significant at 1 per cent with the aid of the p value (0.041). It, thus, inferred that, the better the training and development, the higher the variation in commitment.

Also, there was positive relationship between perceived autonomy and perceived commitment such that a unit rise in perceived autonomy scores induced about .130-unit increase in perceived commitment scores which was statistically significant at 1 per cent going by the p value (0.001). It therefore, implies that, all things being equal, the higher the autonomy, the higher the variation in commitment.

More importantly, there was positive relationship between perceived reward and perceived commitment such that a unit rise in perceived reward scores induced about .293 unit rise in perceived commitment scores which was statistically significant at 1 per cent going by the p value (0.000).

Table 6 Regression Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.366	.300		7.880	.000
	Training and Development	.037	.061	.037	3.612	.041
	Autonomy	.130	.040	.184	3.274	.001
	Reward	.293	.065	.254	4.491	.000
	Team Work	.100	.052	.113	3.930	.004

a. Dependent Variable: Commitment

Source: Authors' Fieldwork Computation, 2019

The regression equation above has therefore, established that taking all factors into account (Training and Development, Autonomy, Reward and Team Work) constant at zero, commitment will be 2.366. The findings presented further shows that taking other independent variables (Training and Development) at zero, a unit increase in modification of training and development would lead to 0.037 (0.37%) increases in the commitment. Similarly, it is revealed that when modification in autonomy is held at zero, a touch on the autonomy will result in 0.130 (13.0%) improvement in commitment. Also, it is revealed that when modification in reward is held at zero, a touch on the reward will result in 0.293 (29.3%) improvements in commitment. Modification in team work is held at zero, a touch on the team work will result in 0.100 (10.0%) improvements in commitment. As a result of this, it was concluded that organisational climate does have significant effect on employees' job commitment due to the fact that the p-values which is 0.000 is less than 0.05 level of significance ($p < 0.05$). Thus, the Null Hypothesis was rejected and, the alternate is

accepted. This is in tandem with the study of (Okoli, 2018; Berberoglu, 2018). They revealed that some of the most encountered antecedents of organisational climate are found to be personal characteristics, organisational structure, tenure, rewards, training, and work values. As such, conductive work environment promotes the well-being of workers, allowing them to perform their duties with all the vigor that can lead to increased productivity.

Conclusion

The study concludes that organisational climate variables (reward, teamwork, training and development and autonomy) had positive effects on commitment of academic staff in selected federal universities in North Central Zone of Nigeria. Autonomy and reward was found to have the most effect on level of commitment. Also, organisational climate variables such as reward, teamwork, training and development and autonomy have significant effects on employees' attitude towards their work amongst academics in North central zone Nigeria. Reward had the most effect on attitude amongst the academics and the autonomy in the discharge of duty has the most positive effects on satisfaction.

Recommendations

Firstly, the climate of the universities in Nigeria needs to be reorganised to ensure that it offers an enabling environment to sustain its best hands. There is the need for the governing body to ensure that academics are well remunerated as reward has the most significant effect on how satisfied they are. A careful review of salary scale will not only foster satisfaction but also ensure a better climate for the academics to function.

Organisations not just the universities should invest it training and development as research as shown that this has a significant effect on employees' satisfaction. Capacity building like training facilities, sponsoring of conferences) both local and international, should be encouraged and implemented in the academic calendar. There should be collaborations among the universities and other bodies, such as NUC and TETfund, to sponsor staff and give grants to ease their research work.

Lastly, teamwork should be encouraged to ensure that academic staff work hand in hand from the department to the faculty level and beyond. Cordiality, cohesion and coexistence are essential to boost commitment. Junior academics tend to make conscious efforts to perform better when they get the necessary encouragement

from seniors on the job. Furthermore, flexibility in the discharge of duties helps propel productivity, as staff perform better when they enjoy some levels of autonomy in the discharge of their duty.

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