AN EMPIRICAL ANALYSIS OF IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEES' DEVELOPMENT IN SELECTED BANKS IN LAGOS STATE

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ABSTRACT

Organizational managers mostly focus on how employees can contribute to their firm's growth. However, the importance of a corporations' environment on staff disposition and effectiveness cannot be overemphasized. In this paper, an attempt has been made to empirically investigate how good workplace climate can positively influence employee development. Several reviews confirmed that sound working environment either directly or indirectly influences worker's accomplishments. Organizational theory was generally considered to explain their linkage; however, it is vital to note some mediating forces such as notions of Human resource induced staff strength and workers' involvement and satisfaction that affect existing relationship among these variables. A questionnaire survey was used to gather information from selected managers of a number of money deposit banks in Lagos State. By carrying out structural equation modeling, it was observed that effective workplace climate will positively influence the output and productivity of most managers. Hence, the recommendation of encouraging enabling organizational climate to develop both individual and company's productiveness.

Keywords: Organizational climate, Employee development, Bank, Firm

INTRODUCTION

Climate can best be described as surface exhibition of culture [1]. Climate within a company incorporates first-hand illustration of workers' perceptions and experiences through routines, policies, rewards, proceedings, and practices [2]. Organizational climate (OC) encompasses formal and informal shared views of company proceedings, regularities, and policies [3].

Investigations have been done to understand the relationship, if any, that exist between a firm's climate and whether it positively relates to the output of its employees or not. Some researchers found positive connections between both constructs, while others have had contrasting ideas. Nevertheless, it is almost impossible for an organization to achieve reasonable success or even reach its set goals if employee productivity is low. However, several factors determine whether output in terms of productivity will be high, one of which is the climate in existence within an organization. Several Nigerian firms especially financial institutions tend to perform woefully as employees are rarely motivated and atmosphere within the workplace is not also helping the situation in any way.

This forms the background for which this paper seeks to understand the kind of relationship that may exist between OC and employee productivity, using a number of selected Nigerian banks as case studies.

Research questions

1. What relationship exists between OC and employee progress in Nigerian Banks?
2. What are the mediating factors that aids effect of corporations' environment on staff development?

LITERATURE REVIEW

Conceptual review

OC

A general definition for OC is yet to be achieved, making the subject an interesting one. It has been defined in some quarters that the role played by a person in association to his/her company. Furthermore, a group of scholars refers to OC as a constant behavior based on the activities within a firm from time to time. Foundation of OC is almost untraceable. Although early investigations implied climate as objective attributes of firm's span of control, hierarchy, and size [4]; recent research concentrates more on subjective views and comprehension of the corporation [5]. Nevertheless, Abdeen [6] was the first group to mention OC in their work on social climate. Even though the work did not yield a lasting effect with respect to a framework or method for measuring OC.

Diverse research has been carried out to analyze [7,8] and quantify OC [9]. Adhikari and Gautam [10] pointed out that the importance of individual difference and interactions in decision-making. However, the main references of OC could be backdated to field theory in social science by Asgari and Dadashi [11]. Here, OC is said to rely on an individual and his/her association with the work environment. Three recurring dimensions of OC in the literature include innovation, support, and bureaucracy suggested by Margerison (1979) and operationalized by Wallach [12]. However, Hofstede *et al.* [13] observed that these three aspects had overlaps with habitual practices.

Three popular ways of measuring OC are structural, perceptual, and interactive approaches.

- Structural/Objective Approach: This is also known as multiple-measurement organization attribute method where OC was regarded as an objective feature of a firm referring to its leadership style, structure, and size, which affects persons views, values, and attitudes. However, Schneider and Reichers [14] faulted this technique for not explaining variations among work groups in the same company.
- Perceptual/Subjective Approach: This depends on individual viewpoints, hence, reflecting personal differences like personalities or past work experiences. Schneider and Reichers [14] saw this as selection-attraction-attrition where firms utilize selection procedures in attracting employees with same values, thus maintaining homogeneous group. This usually applies to psychological climate.
- Interactive Approach: This emphasizes social interactions at work to build similar perceptions of the company, hence, stressing group

influence. Again, this is flawed as it ignores elements such as personal values and convictions, which affect workers' dispositions and activities.

Akanji [15] initially brought up the idea of OC and explained it as workers' needs, values, personalities, and formal policies. The author in 1964 stated workers who are matured sometimes get tired of formal firm settings. Most likely, supportive climates will boost communications and team spirit through enabled cooperative and friendly environment [16]. OC started gaining popularity following the book written by Adhikari and Gautam [10] titled; "theory of organizational climate".

The book spelt out certain dimensions to OC. Arnold [17] explained that OC is dependent on culture, leadership as well as physical state of organization, so that it is able to how employees get motivated and/ or behave within the firm. Arie *et al.* [18] gave an elaborate definition of organizational climate. They explained that OC is a group of features that separates a firm from others within the same industry and covers the perception held by employees of the firm. The pair affirmed that organizational climate dimensions come as a result of employee interaction and is a foundation for elucidating organizational scenarios, so as to depict dominant culture and attitude of the firm. Furthermore, culture tends to affect behavior. Organizational climate dimensions help to decipher the psychological life within a company. However, studies on the subject were too dynamic and had several levels (Aziz and Cunningham, 2008). For instance, diverse kinds of climate may exist within a firm per time because an enterprise's life span might appear varied for staff at divergent company rankings, at several venues, or in numerous departments within that same location, which increases complications of OC's investigations [19].

Employee productivity
It has become very important nowadays for firms to look for avenues and circumstances under which their employees' level of productivity can be boosted. Employee productivity is a verification of the effectiveness of workforce. In the real sense of the word, it is that which directly determines whether a company prospers or not in terms of generated profit [19,20]. In general, employee productivity determined in terms of an employee's output during a period of time may. Every organization strives to improve the level of productivity of its employee base, so that improved performance can be gained overall. It has been established in the literature that the more productive the employees of a firm are, the more like the company is able to lead favorable growth in terms of its finances [21].

Furthermore, competitiveness is maintained, yielding even more quality in terms of individual employee output [22]. These benefits have given employee productivity so much attention in recent times. Employee productivity is not a completely new concept, although the literature only started covering the topic in recent times as scholars and researchers alike preferred to look at performance as a whole. Aziz and Cunningham [20] explained the neglect of productivity as a crucial business term in the service sector. As such, the term has always been associated to comparison between input and output, meaning that a definition and conceptual framework becomes difficult to draw out for the term. As the world continues to face an ever-changing business environment, an employee productivity becomes even more important. The assessment of the level of employee effectiveness is referred to as employee productivity. In fact, productivity is a subset of performance and it has an impact on the how an organization's profit margin [21]. Individual employee output is used to determine productivity per time. To do this, the output of an employee is compared to that of other employees in a similar role or by the number of products; an employee is able to handle or sell per time. Since organization performance is a function of employee productivity, the latter is crucial to business success.

Several researchers and scholars have discussed productivity measurement. Due to the large number of techniques used, result comparison is a daunting task [19]. From all that has been said so far, there is certainly no universally agreed definition for employee productivity. However, for this research aim, definition by Arie *et al.* [18] explains employee productivity as depending on the time a worker spends on the job mentally and physically.

Mediating factors through which OC influences employee productivity
Strength-based human resource (HR) philosophy
HR usually implicitly focuses on coordinating chaotic activities at work, attempting to solve the issues with staff by rectifying poor abilities, skills, and working patterns so as to improve operational behaviors [23]. However, this psychological movement posits that workers can perform excellently when they can capitalize on their strengths only if they view HR practices as positive. This also aligns with happy-productive worker thesis which suggests that happier staff achieve more than their less jovial coworkers [24].

Thus, when employees are convinced that their company wants the best for them, they are happy and motivated to work harder. Furthermore, employee's strengths can be built through training endeavors that target identifying and developing their talents, rather than fixing their flaws, which triggers inherent drive to be personally better [25] and ultimately reflecting in firm's progress. Again, such developments could be done informally through socialized relations at work and features of occupational obligations [26]. However, this strength-based approach might not necessarily lead to enhanced employee disposition and output, but it is undeniably a prerequisite.

Employee involvement
This has long been considered a prerequisite for not only business efficacy but also positive employee perceptions. Actually, many managers and academics believe that when workers are sufficiently notified concerning company issues relating to them and given freedom to conceive useful work resolutions, then both the firm and individuals will benefit. Otherwise, the end result will unavoidably be unsatisfactory work output. OC is a major influencer of staff's opinion of their engagement in the workplace.

Bowen and Lawler [27] show three forms of involvement: Suggestion, job, and high involvement. Eccles [28] expounds on them. First, suggestion participation is generally based on communication and involves suggestion plans, which is identical to Japanese techniques of "Kaizen". For Bowen and Lawler [27], this is more formal with management continuing to control decision-making process. Eccles [28] defines job involvement as inclusive of cohesive collaborations and searching better ways of executing tasks for higher productivity. Bowen and Lawler [29] recognize the place of complexity in allocating responsibilities as managers are less controlling and more supportive. Finally, high involvement clearly distinguishes and evolves from early phases of participation as workers can be relied on to implement vital choices, acquire needful knowledge about coordinative work actions, leading to higher company effectiveness [30]. Hence, Eccles totally promotes the last stage which goes all the way down in encouraging lower level staff to solve pending issues.

Accordingly, participation, cooperative teams, and communication in enacting decisions are strongly proffered as involving employees cannot occur in isolation due to interactions with inner and exterior organizational factors.

Job satisfaction
When employees are contented with their employment as a result of conducive working environment, they can be extra motivated which reflects in better operational performance. Locke [31] saw job satisfaction as pleasurable emotions from assessing job intricacies. Schneider and Snyder [32] described it as individual appraisal of one's current occupational situations that emerge from being employed.

Rampant aspects of jobs include working conditions, management, promotion, colleagues, supervision, payment remunerations, appreciation, and rewards [31]. Job contentment has emotional consequences on workers' livelihoods and progressions.

Theoretical Review
According to Van De Ven *et al*. [33], organizational theory generally incorporates various approaches to attain joint goals including rational systems, division of labor, bureaucracy theory, modernization theory, and contingency theory (CT). CT appears to be the most suitable for this work given that no best way exists in coordinating a firm and making sound decisions as managerial styles that are effective in some business circumstances might not be applicable in other scenarios. This is due to diverse internal and external constraints. However, its practical credibility has been questioned.

Empirical review
Shadur *et al*. [16] observed the effect of organizational surrounding on staff's perception of active engagement. His study adopted eight adjectives to measure three dimensions of OC based on OCI constructed by Wallach [12] who also followed the studies of Margerison [34] and Litwin and Stringer [35]. Their case study was a public sector information technology corporation that began with 140 staff and grew to 330 employees in few short years and prioritized workers' training of about 100 h yearly as against industry norm of 40 h. Hence, they encountered less labor turnover and absenteeism of 1% in comparison with industrial norms of 8% and 1.6%, respectively. Two hundred and sixty-nine questionnaires were distributed with response rate of 81.8%. Findings revealed that supportive climate was a consistent estimator of three involvement variables (communication, teamwork, and decision-making).

Sempane *et al*. [36] observed the linkage between job satisfaction and OC by surveying 200 staff, of which 40 were exempted due to poor literacy. Hence, out of 160 Minnesota Job Satisfaction Questionnaires (MJSQ), 121 feedback was recorded. High coefficient alphas and significant relationship were discovered between OC survey and MJSQ.

Lim and Morris [37] examined effects of trainee's attributes, supervisory contentment, and OC on perceived enlightenment and transferred (reflected) training in work accomplishments using allocated questionnaires to 181 workers from 15 sister firms of Korean conglomerate. They found trainee's significant rise in perceived learning between times 1 and 2; and times 1 and 3 as well as actual learning between period 1 and 2 but substantial decline between perceived applicability at periods 2 and 3. Moreover, job functionality was recognized as influential for perceived learning transfer especially when skills from training were to be immediately applied.

Mulki *et al*., [38] assessed impacts of ethical climate (EC) on job output through feedback from 208 service employees at health department. Results indicated that turnover is totally affected by emotive fatigue, interpersonal disputes, job gratification, stressful duties, and trusting supervisors. EC reduces stress, exhaustion, and turnover rate while boosting confidence in managers and job satisfaction.

Fapohunda [39] considered perceptions and encounters of work standards on Nigerian lives in satiating staff necessities. Fifteen predictors of quality of work life were used and survey disbursed to 300 workers in four Lagos offices with 280 (93.3%) response rate. Results reveal that many employees do not positively rate their firms, though some indicators had greater positive feedback. Some had gender gaps while others had identical reviews from men and women. Therefore, they recommended that companies must care about HR as their most crucial assets by take stringent steps in improving their working and living standards so as to gain competitive edge in marketplace.

Griffin and Curcuruto, Luria *et al*., Zohar and Polachek, and Naveh and Katz-Navon [40-43] enacted safety interventions to increase supervisory activities and security, thus minimizing unsafety and risky dangers to staff. Likewise, Neal *et al*. [44] analyzed how safety atmospheres in companies impact individuals' behavior and security through sample size of 525 staff from 32 work groups in a huge Australian hospital with response rate of 56%. Their findings revealed OC impacted safety conditions and, in turn, motivations and workers' achievements.

Dumont *et al*. [45] surveyed Chinese manufacturing subsidiary of an Australian multinational by disbursing questionnaire to 641 employees, with 390 returned (60.5%). They ascertained that HRM influences both workers extra-role and in-role green behavior at their workplaces through diverse social and psychological procedures.

Newman *et al*. [46] investigated influences of union efficacy and staff's perceptions of industrial relations climate on job performance. Survey was conducted on private ventures in Zhejiang province at Southeast China randomly choosing three districts of the capital province in Hangzhou. Invitation letters were used to invite 10 firms in each district, totally 30 privately owned companies, of which 17 agreed to partake in research. Data were acquired from subordinates and supervisors across 3 time periods and 303 matched feedback (83%) was gotten. Structural Equation Modeling (SEM) was implemented to verify hypothesis. They discovered that when workers in Chinese private corporations consider unions to be effective in promoting employee's interests, there will be higher trust in management and perceived job security. Furthermore, positive views of industrial relations climate could make workers reciprocate by improving work efforts.

METHOD

Data for this study were collected from managers of three randomly selected Nigerian banks in Lagos, Nigeria's commercial hub. Administration of questionnaires was carried out by the researchers after seeking permission from the banks' management. Questionnaires pointed out the importance attached to anonymity of the respondents and educational usage of results. Four hundred questionnaires were distributed, 375 were retuned. However, only 300 of the questionnaires returned were useful for further analysis.

The previous studies on OC and employee productivity served as the basis for selection of research instrument. Specific amendments were, however, carried out so that instrument suits the ongoing study. Hence, this study utilized the scale advocated by Colquittet [22] to measure perceptions held by managers of OC. For employee's productivity, a five-item scale constructed by Chan and Wyatt [47] was applied. Items were quantified through 5-point Likert-type scale consisting of 1=strongly disagree to 5=strongly agree so as to show the extent to which the different constructs agree. Table 2 shows question under each major construct used for this research.

Bank 1
This Nigerian bank is a huge banking service provider with subsidiaries in 20 African countries and representative offices in the States, United Kingdom, and France offering universal banking services to over 7 million clients across 626 branches. The bank came into existence due to a merger of Nigeria's 1-time third and fifth biggest banks; as well as eventual acquisition of the former banking entity. It was then referred to as the first major banking merger in Nigeria.

Bank 2
This is one of the strongest banks in the whole of West Africa and the number one bank with leading financial services solution in Nigeria. The bank commenced business on a low scale in Lagos, Nigeria under a different name before its acquisition of other banking enterprises. The bank currently has approximately 1.3 million shareholders globally and has been referred to as the most capitalized company in Nigeria

Bank 3
The bank's history can be traced back to the period between 1915 and 1930, when it was initially initiated as a Colonial bank before being

subsequently acquired by a foreign bank, resulting in a change of name. The country's independence and establishment of "*Companies Act*" of 1968 helped set up that bank. After the Nigerian banking crisis of 2009 and CBN intervention through "*Asset Management Company of Nigeria*" (AMCON), the bank was recapitalized in 2012 with an input of $500 million by its associates. Since then, the bank has continued to grow tremendously.

RESULTS AND DISCUSSION

Data analysis

Table 3 shows that the banking profession in the banks surveyed is mostly controlled by females. They make up 54.3% of the employee base across all the surveyed banks. Unmarried employees represent only

Table 1: Dimensions of Organizational Climate (Adhikari and Gautam, [10])

Dimension	Item
Clarity	Clearly understanding organizational goals in relation to individual roles
Standards	Continuous emphasis on improved performance, disallowing workplace mediocrity
Responsibility	A feeling of accountability and trust placed on an employee by a firm's authority
Flexibility	Extent to which an employee feels that no irrelevant operational regulations exist; feeling of effortless acceptability about fresh ideas.
Rewards	Recognition of favorable workplace performance
Team commitment	Expressive pleasure in being part of the firm; Believing that every person strives toward collaborative targets; Positively and cooperatively working across corporation's systems.

Table 2: Further grouping of the components of OC

Organizational climate	Employee productivity
1. The bank where I work provides a good working environment for its employees.	1. I would consider spending the rest of my career with this bank.
2. I am happy at the bank where I work	2. I take on-the-job problems as mine.
3. The atmosphere at my work place is not stressful and allows you to think constructively	3. At the moment, keeping my job is as much necessary as is desirable.
4. I g*et al*ong well with colleagues at my place of work	4. It would be very hard for me to desire a low level of productivity on the job every day.
5. I have good supervisors at work.	5. I feel obligation to perform better on my job everyday
6. My job security is good.	6. Even though I would to gain, I am not convinced of certainly leaving my work presently.

Table 3: Respondent's demographic units

	Sub-construct	Frequency	Percentage
Gender	Female	164	54.3
	Male	136	45.7
	Total	300	100
Marital status	Married	176	58.7
	Single	124	41.3
	Total	300	100
Employee population	1-25	203	67.7
	>26	97	32.3
	Total	300	100

41.3%, while 58.7 are married. This study makes use of the two-step approach, that is, model estimation preceding structural relationship examination [22]. All investigative constructs were represented as four correlated first-order elements aligning six-item OC factor and employee productivity, respectively. The researcher made use of listel 8.8, calculating model estimates by inputting covariance. Table 4 shows measurement model results. Goodness-of-fit (GOF) and adjusted GOF values were 0.80 and 0.76, respectively, showing a marginal fit. In structural modeling studies, there is a chance that inconsistencies may affect both the GFI and the AGFI, this may be the result of the sampling features [22]. Hence, to be sure of this, three other fit indices have been checked as robust to sampling features [20]. These include normed fit index and incremental fit index as well as root mean square approximation. Values around 0.80 have been noted as showing adequate fit for the incremental fit and the normed fit indices while values lower than 0.070 for root mean square approximation [18]. Table 4 shows adequate fit for the different indices.

Presentation of Results

Coefficient alpha as well as reliability (composite) shows internal consistency generated within LISREL [48]. Table 4 shows that coefficient alpha and α-values both ranged from 0.76 to 0.77. In LISREL, average variance extracted (AVE) estimates which is a measure of the variation expressed by a construct relative to the error in measurement as well as latent construct correlations. AVE >0.50 means that the construct is valid [48]. Table 4 shows that both constructs used in this study were found to be valid. In addition, considering a significant value (p<0.05), item-loadings were found to be significant for each factor and ranged from 0.01 to 0.04 for OC and 0.02 to 0.05 for employee productivity.

Thus, both constructs show individual convergent validity since over 50% of the individual variance of each construct was shared with respective sub-construct. For discriminant validity among factors, investigators initially verified whether square of parameter estimate between both constructs was below AVE [48]. Furthermore, researchers verified whether constructs correlations were <8. Since correlation was found to be generally high, the results were found acceptable [48]. Table 5 displays correlation carried out between the constructs. The aforementioned test carried out was to test specific criteria for the constructs.

Structural model results

As a first impression, this study found acceptable CFA measurement model fit resulting in verification of structural model fit, which is followed by a confirmation of the hypothesis developed. With proffered statistics of this structural model indices given as; χ2/ df=2.9612; GFI=0.93; CFI=0.98; IFI=0.98; NFI=0.97; RMR=0.49 and RMSEA=0.080, the model was adjudged sufficient as exhibited in Table 4.2, Path estimates show that the inter-relationship between OC and employee productivity is significant at p<0.05 and rightly supports hypotheses 1–4. The major research goal was to ascertain the kind of relationship that exists between OC and employee productivity. As shown in the Table 6, hypothesis 1 is significant, implying that improved OC will bring about higher employee productivity. This study found hypothesis 2 to be significant as OC and marital status share a positive relationship. Here, it was found that married employees perceive that their organizations (banks) offer quality work life activities. For hypothesis 3, both OCs in banks were found to be positively related to gender.

DISCUSSIONS

This paper is targeted to comprehend influences of the perception of OC held by bank employees of their own productivity. The study posited three hypotheses put forward for onward testing. Data were gathered from employees of three different banks randomly selected within Lagos, Nigeria. Overall, the study found that all three hypotheses were significant. It is noteworthy to state that employees of selected banks perceive that OC is largely related to their productivity. However, it

Table 4: Result of administered instrument

Research items	Descriptive Statistics		Cronbach Alpha		C.R	A.V.E	Loadings
	Standard Deviation	Mean	Total Items	α value			
Employee productivity in selected banks							
1			0.05				0.04
2			0.04				0.05
3			0.04				0.02
4			0.01				0.03
5	2.09	0.62	0.03	0.76	0.76	0.51	0.03
6			0.04				0.02
Perception of OC held by Employees of tech start-ups							
1			0.02				0.02
2			0.02				0.02
3			0.03				0.01
4			0.02				0.02
5	2.02	0.71	0.05	0.77	0.77	0.53	0.02
6			0.01				0.04

Scores: 1 – Strongly disagree to 5 – Strongly agree. C.R.: Composite reliability; AVE: Average variance extracted.; Measurement model fits: $\chi^2/df = 1.8501$; GFI = 0.80; CFI = 0.86; IFI = 0.86; RFI = 0.84; NFI = 0.85; NNFI = 0.86 and RMSEA = 0.070

Table 5: Correlation of research items

Research items	Employee Productivity	OC Perceptions	Marital Status	Gender
Employee Productivity	-			
OC Perceptions	0.542	-		
Marital Status	0.530	0.541	-	
Gender	0.511	0.530	0.618	-

Table 6: Structural Equation Modeling Results

Path	Hypothesis	Coefficient (β)
Organizational climate in selected banks is positively related to employees' productivity	1	0.091[a]
Organizational climate in selected banks is positively related to employees' marital status	2	0.073[a]
Organizational climate in selected banks is positively related to employees' gender	3	0.066[a]

Structural Model Fits: $\chi^2/df=1.8501$; GFI=0.80; CFI=0.86; IFI=0.86; RFI=0.84; NFI=0.85; NNFI=0.86 and RMSEA=0.70. [a]Signifcance level: $p<0.05$; [s]Significance level: $p<0.01$

the chances of leaving the vital tool (productivity) required from the organization's asset (employees) will be reduced.

was found that OC impacted more on gender than it impacts marital status. It implies that banks gave considerations to gender before they considered marital status. Although this paper did not contemplate whether male of female staff perceived better OC or were better committed, it was overall observed that OC positively impacts employee productivity in banks in Lagos State, Nigeria.

CONCLUSIONAND RECOMMENDATIONS

So far, it has been observed that Nigerian employees endure so much to keep both work and family responsibilities going successfully even in the face of perceived poor OC; thus it is safe to say that OC may not automatically translate to true organizational productivity; rather true organizational productivity is contingent on individual decision rooted in ethical and personal considerations. Therefore, it is important to increase organizational productivity through improved OC as it directly affects organizational productivity and employee performance as well as profitability and sustainable growth of a business. This way,

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