

Managing Organizational Climate for Improved Employees' Performance in Selected Manufacturing Companies in Asaba, Delta State, Nigeria

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Abstract

Achieving sustainable employee performance improvement has remained a significant challenge in many contemporary organizations despite recognizing the implications of improved employee performance for organizational effectiveness. Therefore, this study examined how organizational climate can be managed to enhance employees' performance, focusing on how each of the four dimensions of organizational climate (rewards management, management styles, organizational policies, and training and development) affect employees' performance. A survey research design was used in the study. The study population comprised 593 employees, from whom 238 were purposively selected as respondents, and 238 copies of a structured questionnaire were administered to the participants. Of the number of copies administered of the questionnaire, 202 were returned and used for data analysis as they were correctly filled out. The collected data were analyzed using descriptive and inferential statistics: frequency distribution and regression. The hypotheses were tested with multiple regression, and the findings revealed that rewards management and management styles significantly influenced employees' performance. The study concluded that effective management of organizational climates, such as rewards management and management styles, improved employee performance. Thus, manufacturing companies should pay adequate attention to organizational climate to encourage improved employee performance.

Keywords: Asaba; Employees' Performance; Manufacturing Companies; Organizational Climate.

1. Introduction

Contemporary organizations operate in a very dynamic environment that is occasioned by globalization. On the other hand, productivity improvement has remained a significant challenge for modern-day organizations. Globalization has made organizations that operate in the twenty-first century face more challenges than those that existed in the earlier centuries. Gaunya (2016) noted that these challenges are global and unrelated to a specific industry, organization, size, or structure. Pradhan and Jena (2016) questioned why some organizations perform better than their peers and then classified as employers of choice. To attain the status of a high performer, organizations may look for more efficient ways to grow their business and remain sustainable. The sustainability of any organization largely depends on its human resources, which is regarded as the most important of all organizational resources. That may explain why Gosain and Sinha (2021) argued that the primary assets for any organization are an effective workforce and an adequate pool of good employees. Berberoglu (2018) believes that employees' behavior in organizations is a function of the environment where they work, and their attitude to work is affected by a range of organization's characteristics and social

interactions that make up the climate of employees' work environment.

Mukheriji et al. (2021) state that organizational climate influences employees' performance to some extent. Also, Berberoglu (2018) stated that for an organization to improve its performance, it must first create an attractive work environment for the employees. Kundu (2007) notes that an organization's productivity, performance, and development would be enhanced if it operated in a happy environment. Therefore, a hostile work environment may impede improved employee performance.

Johny and Pradeep (2020) stated that the organizational climate in the service industry is different from that of the manufacturing industry. This line of thought implies that workers in different organizations or countries may prefer and react differently to workplace climates in their domain. For example, Su et al. (2019) noted that employees in China prefer leaders who display transformational leadership qualities that focus on employees' well-being, non-use of abusive power, selflessness, and role models. The perception of the work environment can positively or negatively impact certain employees' job outcomes, such as commitment, intention to stay, and participation (Gunaseelan & Ollukaran, 2012). Organizational rules and regulations

encompass the work environment that affects employee retention (Yam et al., 2018).

Madhura (2020) stated that organizational psychology and organizational behavior literature studies have found that organizational climate and employee commitment are decisive factors in organizational achievement. Berberoglu (2018) noted that organizational climate has been a topical issue in organizational behavior literature because it is considered an important perspective for understanding work-related attitudes. According to Mukheriji et al. (2021), organizational climate is hotly debated and likely to remain a topic for further research. Mukheriji et al. (2021) further stated that few organizational climate studies exist in developing nations. Most current studies are in developed nations such as Canada, Germany, and the United States. Furthermore, most organizational climate studies do not focus on the manufacturing industry. For example, Li and Mahadevan's (2017) study was on consultancy firms, Berberoglu's (2018) study was on the public sector, and Gaunya (2016) studied medium-sized enterprises. It should be noted that the organizational climate in the service industry is different from that of the manufacturing industry (Johny & Pradeep, 2020). More so, it is observed that there is a dearth of organizational climate studies in Nigeria's manufacturing industry. Where they exist, a few previous research on organizational climate in Nigeria, such as Ideh and Ofune (2024), have been conducted in Asaba, Delta State. Therefore, this study addressed the literature gaps by investigating how effective management of organizational climate can affect employees' performance in selected manufacturing companies in Asaba, Delta State, Nigeria. The study focused on specific objectives to examine the influence of reward management on employees' performance, determine how management styles affect employees' performance, investigate the effect of organizational policies on employees' performance, and analyze the effect of training and development on employees' performance.

The adopted dimensions of organizational climate are essential elements that impact employees' performance in manufacturing companies. This study becomes necessary because there have been different research outcomes on the effect of some of these dimensions of organizational climate on employees' performance. For example, while Tanoto and Tangkawarow (2023) found that ethical leadership does not influence employee performance, Tsai (2014) argued that a positive organizational climate has a relationship with improved employee performance. The novelty of this study lies in the fact that the effect of the studied dimensions of organizational climate has not been examined in any organizational climate study in Asaba, Delta State, Nigeria.

To address the specific objectives of the study, the following research questions are put forward:

- a. In what way does reward management influence employees' performance?
- b. How do management styles affect employees' performance?
- c. What is the effect of organizational policies on employees' performance? and
- d. How does training and development affect employees' performance?

2. Literature Review

2.1. Theoretical Framework of the Study

This study is anchored on the following theories: Lewin's Person-Environment Fit model and Herzberg's two-factor theory. These theories are appropriate for this study because they explain the nexus between workplace climate and employee performance.

2.1.1. *Lewin's Person-Environment (PE) Fit Model*

Lewin's Person-Environment (PE) Fit Model was propounded by Kurt Lewin (1935). As noted by Lewin (1935), understanding employees' cognitive, practical, and behavioral reactions depends on the interaction between employees and their work environment. This argument was further restated in 1951 by Kurt Lewin on the Field theory of behavior, which holds that a worker's behavior is a function of the worker's workplace and psychological environment. The PE Fit model explains the degree of compatibility between employees and the organization's characteristics.

The theory implies that the performance and decisions made by individual employees would be affected because the extent of the compatibility of individual employees and organizational characteristics determines the employees' mental, physical, and psychological well-being. As Cooman et al. (2022) noted, where there is a misfit in the PE fit, an employee may face consequences that could lead to stress or demotivation, resulting in reduced performance.

2.1.2. *Herzberg Two-Factor Theory*

Herzberg's two-factor theory was propounded in the year 1959 by Frederick Herzberg. The theory identified two factors determining employees' attitudes toward work and performance: motivation and hygiene. As Yusoff et al. (2013) noted, motivation factors are intrinsic factors that increase employee job satisfaction. On the other hand, hygiene factors are extrinsic factors (lower needs) that prevent employees' dissatisfaction. According to this theory, meeting the extrinsic or

hygiene factors would prevent employees from being dissatisfied but would not motivate them to put in more effort. Therefore, intrinsic factors should be present to motivate employees. The extrinsic factors guide management in creating favorable working environments for the employees. However, a significant criticism of the theory could be found in the study by Yusoff et al. (2013), which found that implementing the Two-Factor theory has become less practical in today's workplace. Yusoff et al. (2013) concluded that extrinsic factors also affect employees' job satisfaction, contrary to the position of the two-factor theory as propounded by Herzberg (1959).

2.2. Conceptual Review of the Literature on Organizational Climate and Employees' Performance

As opined by Hannes and Jie (2016), the organizational climate is the workers' perceptions of important elements within their workplace and the consistent behavior among the employees throughout the organization. According to Tsai (2014), organizational climate is the perception of employees concerning organizational characteristics such as policies, rules, and regulations in the organization, decision-making, employees' value and importance, needs, and personalities, among others. Johny and Pradeep (2020) opined that climate directly or indirectly affects activities in an organization and is equally affected by almost everything that happens in the organization. In this era, businesses and workers view survival as a significant challenge. Hence, creating a positive organizational climate has become so important that employees use it to measure their efforts.

This study focused on four dimensions of organizational climate, including reward management, management styles, organizational policies, and training and development. Reward management concerns formulating and implementing plans and policies aimed at rewarding and providing incentives to employees somewhat, equitably, and consistently. Management or leadership styles refer to how managers accomplish their objectives. It involves how leaders or managers make decisions, organize and plan their work, and exercise authority. On the other hand, organizational policies refer to a set of rules and regulations that govern the behaviour of various stakeholders in an organization. Policies are administrative laws that govern organizational practices. Training and development are designed to enhance employees' knowledge, skills, and attitudes. Training focuses on improving specific job-related skills and competencies, while development takes a long-term approach to enhance employees' growth and potential.

Berberoglu (2018) stated that an assessment of the outcome of a worker's behaviour to determine the extent to which such an employee accomplished a given task is referred to as employee performance. It has also been found that a combination of ability, personality, and motivation are important determinants of employee performance (George & Jones, 2012). Also, employee performance represents the work outcome regarding the quality and quantity employees achieve. At the same time, they perform the duties and responsibilities assigned to them in the workplace. Employee performance is a significant determinant of an organization's performance and is influenced by three major factors: abilities, efforts, and organizational support.

Pradhan and Jena (2016) also stated that earlier studies have shown that performance comprises some behaviours that result from employees' technical knowledge, skills and adaptability, and interpersonal relations. These kinds of behaviour may bring about organizational outcomes such as improved productivity, high customer satisfaction, and organizational development and growth.

As noted by Pradhan and Jena (2016), employee performance could be classified into adaptive performance, contextual performance, and task performance. Adaptive performance means employees' ability to adjust and provide the necessary support to the job profile in a flexible work environment (Hesketh & Neal, 1999) and that once an employee attains some level of perfection in their job execution, they adapt their behaviour and attitude to the requirements of the job (Huang et al., 2014; Pradhan & Jena, 2016). Also, contextual performance describes the prosocial behaviour put forward by employees in the workplace. It includes employees' feelings about their colleagues and voluntary actions of employees (Bateman & organ, 1983). At the same time, task performance encompasses job-explicit behaviors that include essential job responsibilities in the job description.

2.3. Empirical Review of the Literature on Organizational Climate and Employees' Performance

Li and Mahadevan (2017) investigated how organizational climate impacts employee performance in Malaysian consultancy firms. The result showed that the studied dimensions of organizational climate positively and significantly impacted employees' performance. Similarly, the study conducted by Rai (2014) to determine the relationship between components of organizational climate and employee job satisfaction revealed that a positive relationship exists between organizational climate and employee job satisfaction.

In another study, Berberoglu (2018) investigated the impact of organizational climate on the prediction of organizational commitment and perceived performance

of employees in public hospitals of North Cyprus and found that organizational climate is statistically significant in determining the employees' organizational commitment. Chiew and Braver (2014) established that rewards constantly bring about a proactive thought toward job satisfaction and improve employee performance. The implication is that employees should experience satisfaction with appreciation, recognition, and rewards for showing full commitment and dedication to their jobs. It should be noted that whenever employees' efforts are not recognized, they display some level of dissatisfaction because they feel they are not treated fairly (Lumley et al., 2011). Based on the above, we state the following hypothesis:

H₁: Rewards management significantly influences employees' performance.

Ijaz and Tarar (2020) investigated work autonomy, organizational climate, and employee engagement in Pakistan. The result established a significant positive relationship between organizational climate dimensions, including participation in decision-making, supervisor support, innovation and flexibility, clarity of organizational goals, formalization and reflexivity, work autonomy, and employee engagement. Gaunya (2016) examined the influence of organizational climate on employees' satisfaction in public sector departments in Kisii County, Kenya. The analysis showed that some dimensions of organizational climate, such as identity, conflict management, and rewards, have significant positive associations with job satisfaction. In his view, Tsai (2014) noted that performance is based on job satisfaction while job satisfaction is a function of the nature of organizational and work climate. Tsai (2014) further argued that a positive organizational climate has a relationship with improved employee performance through positive job satisfaction and lower turnover rates.

Mokhtaran et al. (2015) stated that when an organization provides an atmosphere that is supportive and offers conditions that facilitate work, the employees respond by providing a high-performance standard. Therefore, organizations are expected to create a workplace environment that strengthens employees' engagement and enables them to produce excellent and higher performance or render better quality service to their customers beyond their competitors in the industry (Mokhtaran et al., 2015).

Gray (2007) states that a supportive work environment affects employee performance. The study further stated that a positive environment creates motivated employees who experience pleasure in their work. This could explain why work climate is an excellent predictor of organizational and employee performance, as an employee would perform well if and only if such an

employee is satisfied. According to Rai (2014), results from various surveys conducted at IBM revealed an increase in sales, earnings, return on sales, and lower employee turnover. It is, therefore, on the strength of these findings that the study concluded that a relationship exists between organizational climate and effectiveness, productivity, and the attraction and retention of employees. As noted by Rai (2014), climate is the key to business success at IBM because motivated employees will be more productive, passionate, and engaged, resulting in significant and cost-effective output. In their study, Rožman and Štrukelj (2021) determined the relevance of some components of organizational climate and how they impact employees' work engagement. The study established that organizational climate dimensions of employee commitment, employee relations, employee satisfaction, employee motivation, and leadership significantly impact employee engagement in medium-sized organizations. Therefore, the hypothesis is stated thus:

H₂: Management style significantly affects employees' performance.

Mujitaba and Jamal (2018) examined how different dimensions of organizational climate influence perceived performance improvement that brings about talent retention in service sector firms in Pakistan. The study adopted five dimensions of organizational climate as independent variables. The dimensions include fairness, relevant nature of work, rewards, role clarity, and teamwork. The study revealed that work climate plays a significant role in improving employees' perceived performance, which leads to talent retention.

The study by Ozge and Erkut (2016) revealed that organizational climates that show role clarity result in improved satisfaction and higher employee performance. As noted by Rai (2014), many studies have suggested that organizations experience gains from satisfied employees because such organizations reap the benefit of a lower rate of employee turnover and a higher level of productivity when their workers experience an encouraging standard of job satisfaction, which could be a function of sound organizational policies.

H₃: Organizational policies have a significant effect on employees' performance.

Jianwei (2010) argued that the organizational climate of career development of employees is important for the employee to perform better in work as providing necessary and related training is required. The study by Ideh and Nwani (2023) established that employee training has a significant relationship with organizational performance, while self-directed learning significantly affects organizational performance. The study by Okereke and Igboke (2011) on the effect training and

workforce development have on workers' performance in Ebonyi State Civil Service revealed that workforce training and development influence employees' performance. Similarly, the study by Sinha et al. (2010) established that a positive relationship exists between training and employees' performance.

H4: Training and development significantly affect employees' performance.

2.4. Conceptual Framework

The conceptual framework, as presented in Figure 1, shows the link between the dimensions of organizational climate (reward management, management styles, organizational policies, training and development) and employees' performance. The dimensions of organizational climate are the predictors, while employees' performance is the outcome variable. The model shows that the organizational climate in companies in the manufacturing industry influences employees' performance (Gray, 2007). Equally, when the organizational climate and individual characteristics are incompatible, the employees' mental, physical, and psychological well-being may be compromised, impacting their performance.

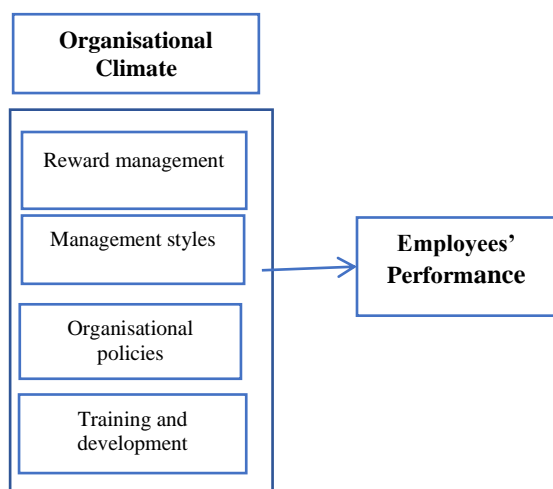


Figure 1. Conceptual model

3. Methods

This study focused on three manufacturing companies in Asaba, Delta State, Nigeria, and all employees of the three organizations that formed the study population. The companies studied remained anonymous and were presented in this study as companies A, B, and C. These companies were used for the study because they are among the top three manufacturing companies when judged by the size of their workforce and when they commenced operations in Asaba. The study population refers to all possible elements, subjects, or observations related to a phenomenon of interest to a

researcher (Asika, 1991). The population of this study was 593, and it included all workers in the selected organizations.

A survey research design was used for this study as it is considered most appropriate, as the researchers' interest is to measure respondents' opinions, feelings, and what they do (Mitchell & Jolley, 2007). As Asika (1991) stated, the strength of the survey research lies in the opportunity to sample and adopt the questionnaire to handle a large population without manipulating or controlling the sampled subjects. However, a simple random sampling technique, which is a probability sampling technique, would have been more appropriate because of the finite nature of the study population. However, random sampling was practically impossible because of the nature of work in the selected manufacturing companies. The researchers did not have the opportunity to follow through with the standard probability sampling process, so the convenience sampling method was adopted. The sample size of 238 was arrived at using the Yamane (1967) sample size determination formula. A convenience sampling technique administered 238 copies of a structured questionnaire to the selected participants. Table 1 gives the population and sample size figures for the study.

Table 1. Population and sample size

Selected Company	Population	Sample Size
A	207	83
B	200	80
C	186	75
Total	593	238

The questionnaire used items that were self-developed by the authors based on a four-point Likert scale that ranges from strongly agree (4), agree (3), disagree (2) to disagree (1) strongly. The reward management construct was measured with five items derived from adequacy of reward, equitable financial and non-financial reward, and performance-based rewards. On the other hand, the management styles construct was measured with eight items based on clarity of expectations, supervisor's availability, supervisors' assistance for work-related problems, fair treatment, and supervisor-supervises relationship. Organizational policies construct was measured with seven items, including fair and unbiased recruitment, training and development, distribution of tools, and promotion policies. The training and development construct was measured with five items drawn from employee development, career growth, training and development for future roles, etc. Finally, the employees' performance construct was measured with seven items that focused on the adequacy of working tools, salaries and allowances, and the health consequences of the work environment.

In determining the content and face validity of the research instrument, some copies of the questionnaire were presented to professional and senior academics for review and feedback. Cronbach's Alpha reliability coefficients for the subscales derived from the analyses are shown in Table 2.

Table 2. Cronbach alpha reliability coefficients

Scale	Cronbach's Alpha	No. of Items
Rewards and benefits	0.749	5
Management Styles	0.500	8
Organizational policies	0.822	7
Training and development	0.853	5
Employee's performance	0.619	7

Cronbach's Alpha Coefficient ranges from 0 to 1. While Nunnally and Bernstein (1994) stated that Cronbach's Alpha Coefficient that is greater than 0.60 is considered acceptable, Hinton et al. (2004) stated that there are four cut-off points for internal consistencies which are as follows: greater than 0.90 indicates excellent reliability; above 0.7 but less than 0.90 shows high reliability; from 0.50 to 0.70 indicates moderate reliability and less than 0.50 is low reliability. Since the coefficients for the subscales, as stated in Table 2, range from high reliability to moderate reliability, the study relied on Hinton et al. (2004) considering the reliability coefficients acceptable as they range from 0.5 to 0.853, as can be observed from table two.

The researchers obtained clearance from the departmental ethical board and authorization from the manufacturing companies before collecting data in adherence to research ethical rules. The research's ethical considerations followed Bryman and Bell's (2007) standards emphasizing respondents' confidentiality, honor, informed approval, and security. Before administering the questionnaire, the researchers obtained the consent of the respondents. They were assured that their involvement in the survey would not negatively impact them or their jobs. Also, the respondents were notified that their participation was voluntary and that they were at liberty to discontinue their participation in the survey before the conclusion of the research. For the participants to remain anonymous, the questionnaire was structured so that respondents' identifiable details were not sought. The confidentiality of the data collected from the respondents was also guaranteed. The data were collected by physically administering the questionnaire to the respondents with the assistance of staff in the human resource departments of the selected organizations.

The researchers retrieved 202 of the 238 copies of the administered questionnaire, resulting in a response rate of 84.5 percent. All the returned copies of the questionnaire were completed correctly and used for analyses. The collected data were analyzed with

descriptive and inferential statistics such as frequency distribution and regression to determine the effect of the independent variables on the study's dependent variable at a 5% significance level.

4. Result

4.1. Socio-Demographic Profile of the Respondents

Table 3. The socio-demographic profiles of the respondents

Socio-demographics	Frequency	%
Gender		
Male	108	53.5
Female	94	46.5
Marital status		
Single	81	40.1
Married	94	46.5
Separated	21	10.4
Divorced	6	3.0
Age of respondents		
Below 31 years	68	33.7
31-40 years	79	39.1
41-50 years	52	25.7
51 and above	3	1.5
Academic qualifications		
O/L Certificate	63	31.2
NCE/Diploma	48	23.8
Bachelors/HND	63	31.2
Masters	26	12.9
Others	2	1.0
Length of service		
2 years and below	52	25.7
3-5 years	103	51.0
5 years and above	47	23.3
Grade in the organization		
Management	25	12.4
Senior	87	43.1
Junior	90	44.6

This section focuses on the analyses of the socio-demographic characteristics of the respondents. The presentation in Table 3 shows that 46.5% of the respondents were women, while 86.6% of the respondents were either single or married. The figures in Table 3 show, to a great extent, that there was a balance in the distribution of the gender and marital status of the respondents. Analysis of the age of respondents shows that 33.7% were below 31 years, while 66.3% were above 31 years of age. The data on age showed that the organizations had a diverse age group that indicated the presence of different generations of the workforce who are mainly within the youthful and active age bracket. The respondents' academic qualifications showed that 45% of the participants had a Bachelor's degree. In comparison, 55% had ordinary-level certificates and a Diploma and the National Certificate of Education as their highest educational qualifications. From the analysis, the respondents had a sufficient level of education to respond appropriately to the questionnaire's

statements. Most respondents (74.3%) had served for more than three years in the surveyed organizations. The implication is that the respondents had sufficient work experience to understand the climate in the workplace and, hence, were able to give appropriate responses to the statements. Analysis of the staff category reveals that 44.6% and 43.1% of the respondents were within the junior and senior staff categories, respectively, in the different organizations. The workers in this staff category felt the impact of the workplace climate the most, as shown in their responses to the questionnaire.

4.2. Test of Hypotheses

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.295	.281	3.09758

a. Predictors: (Constant), Training and Development, Management Style, Rewards and Benefits, Organizational Policies

Table 5. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	790.260	4	197.565	20.590	0.000 ^b
1 Residual	1890.220	197	9.595		
Total	2680.480	201			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Rewards management, management Styles, Organizational Policies, Training and Development

Table 6. Path coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	5.569	1.188		4.689	0.000
1 Rewards Management	0.251	0.096	0.222	2.597	0.010
Management Styles	0.196	0.07	0.182	2.788	0.006
Organizational Policies	0.098	0.077	0.118	1.282	0.201
Training and Development	0.154	0.091	0.161	1.701	0.090

a. Dependent Variable: Employees' Performance

The regression analysis outcome reveals that the $R^2 = 0.295$ shows how much of the dependent variable's (Employees' performances) variance the model explained. This implies that the model explains 29.5 percent of the variance in employees' performance in the organizations. The regression coefficients showed that the hypotheses that reward management does not

significantly affect employees' performance and that management styles have no significant influence on workers' performance are rejected ($p = 0.010$ & $0.006 < 0.05$). On the contrary, the analysis revealed that the hypotheses that organizational policies, training, and development have no significant effect on employees' performance are not rejected ($p = 0.201$ & $0.090 > 0.05$).

5. Discussion

The following are the findings from the analyses: The study found that rewards management significantly influenced employees' performance, and management styles significantly affected employees' performance. On the other hand, it was established that neither organizational policies nor training and development significantly affect employees' performance.

The result from hypothesis one confirmed that rewards management significantly influenced employees' performance. The finding from hypothesis one is in line with the views of Chiew and Braver (2014) that rewards, which are recognitions employees receive for their job performance, dependably generate innovative thinking towards job satisfaction and exert a healthy improvement in the performance of employees. Also, the finding gives credence to the position held by Lumley et al. (2011) that employees feel they are not treated relatively whenever their efforts are not adequately recognized and hence will display a feeling of dissatisfaction that may negatively impact their performance.

Equally, the result from hypothesis two revealed that management styles significantly affected employees' performance. This finding is consistent with the position of Rožman and Štrukelj (2021), which established that organizational climate components of leadership and others, such as employee commitment, motivation, employee relations, and satisfaction, have positive and significant effects on employees' work engagement. This implies that a supportive leadership or management style would enhance employees' performance.

A review of the findings of hypothesis three shows that organizational policies have no significant effect on employees' performance. This position negates the existing empirical findings by researchers such as Tsai (2014), which established that organizational climate, such as policies, rules, and regulations in the organization, decision making, employees' value and importance, needs, personalities, among others, enhance the motivation of employees and make them put in extra efforts in their assigned tasks. The point to note here is that good organizational policies alone cannot spur the employees to higher performance, given that an organization may

have good policies. However, the good policies may be poorly implemented.

The finding from hypothesis four revealed that training and development do not significantly affect employees' performance. This result does not support the findings of Okereke and Igboke (2011), who concluded that employee performance is influenced by workforce training and development. Equally, the finding negates the views of Sinha et al. (2010) and Ideh and Nwani (2023) that there is a positive relationship between training and employees' and organizational performance. This finding does not negate that with training and development; employees will acquire the necessary knowledge, skills, and attitudes to perform their tasks more efficiently. However, it brings to the fore that training and development are insufficient to make employees productive, as other factors can impede the performance of an individual with sufficient skills and knowledge. As noted by Mokhtaran et al. (2015), it is only when an organization provides a supportive atmosphere, such as rendering quality services in the workplace climate, and also creates conditions that are facilitated, such as efforts at eliminating obstacles to work processes and entrenching positive supervisors' behavior, that employees respond by providing a high standard of performance.

5.1. Implications of the Findings

The study has contributed to the body of knowledge in the study of organizational climates and employees' performance by establishing that organizational climate affects employees' performance, especially in manufacturing companies. Therefore, The findings would be a valuable reference source for other organizational climate researchers exploring the subject matter further. It has been observed that a significant determinant of the survival of organizations is the nature of their organizational climate. So, this study will aid practitioners in further understanding that a positive organizational climate would impact the performance of their employees. Hence, effort should be made to ensure that these studied dimensions and other dimensions of organizational climate are worked on to guarantee better employee performance, which is necessary for organizational growth. It should also be noted that the survival and growth of any economy depend mainly on how well the organizations perform. This research would aid policymakers in understanding the important role of positive organizational climate in the sustainability of organizations and hence guide them to fashion out policies that will help organizations and managers redirect their energy and make organizational climate issues paramount.

6. Conclusions

This study examined organizational climate and employees' performance in selected manufacturing companies in Asaba, Delta State, Nigeria, focusing on the following dimensions of organizational climate: reward management, management styles, organizational policies, and training and development. A sound organizational climate is a necessity for improved employee performance. A hostile environment will demotivate employees, who may not enjoy their work. Demotivated employees will be unproductive, less passionate about their jobs, and disengaged, leading to less cost-effective output.

Employees' demotivation will lead to organizational outcomes such as reduced productivity, high customer dissatisfaction, and reduced organizational development and growth. Organizational psychologists and human resource practitioners continually observe the organizational climate, and researchers are also finding ways to improve employee performance. It is believed that this research will lead to the deployment of a positive organizational climate in the workplace because if there is an improvement in organizational climate, employees' performance will improve, and organizational survival will be achieved. It is believed that more research and innovation are required for organizations to maintain a positive climate and improve employees' performance.

Finally, the following recommendations are presented: Organizations should create a positive and sound climate to enhance employee performance. In contrast, managers and policymakers at both organizational and societal levels should formulate and implement sound policies to make effective management of organizational climate a significant strategy for improved employee performance. Researchers should study other dimensions of organizational climate and their linkages with employees' performance in different organizations and industries.

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