



A Publication of Departments of Accounting & Finance and Business Administration, Fountain University, Osogbo.  
Journal homepage: [www.osogbojournalofmanagement.com](http://www.osogbojournalofmanagement.com)

## **EMPLOYEE PRODUCTIVITY AS A FUNCTION OF ORGANIZATIONAL CLIMATE IN SELECTED MANUFACTURING FIRMS IN THE SOUTH-WEST, NIGERIA.**

**OBIUKWU, F.E.<sup>1</sup> & ALANEME, G.C.<sup>2</sup>**

<sup>1</sup>*University of Nigeria, Enugu Campus.*

<sup>2</sup>*University of Lagos, Nigeria*

### **Abstract**

*This study investigated the role of organisational climate as determinant of employee productivity in the manufacturing sector. Descriptive survey design was employed in the study to elicit responses from the respondents. In order to determine the sample size from the population of 2500 employees in the organizations, Slovin's sample size formula was adopted at a 95% confidence level and desired level of precision of 8%. A non-probability convenience sampling technique was used to draw a sample of one hundred and fifty (150) respondents comprising employees of PZ Industry, Flour Mills of Nigeria Plc. and Dicon Salt Nigeria, Limited. Relevant data was obtained through the questionnaire. Data were analyzed using the Frequency Distribution Analytical Method. The Pearson Product Moment Correlation method and Chi-Square analysis were used to test the hypotheses. The major findings of this study showed that there is a significant relationship between organisational climate and employee productivity with correlation coefficient of  $r = 0.450$  at a probability ( $p$ )  $< 0.01$ . Findings also revealed that leadership has a significant effect on employee productivity (Chi-square calculated value  $93.77 > 26.29$  at 0.05 level of significance and 16 degree of freedom). The study concluded that favourable organisational climate or work environment enhances efficiency in production, hence, recommended that the management should be more responsive to physical condition of the work environment such as seasoned tools or machines for improved employee productivity.*

**Keywords:** Organisational climate, Organisational design, Leadership, Employee productivity.

### **1. INTRODUCTION**

It has been widely argued that organisation that has goals to achieve would require satisfied and happy staff in her workforce. Apparently, achievement of set objectives and goals by any organisation is deeply rooted in her capacity to attract and retain competent and fulfilled staff into its employment. It has long been clear that behaviour is a function both of a person's characteristics and the nature of his or her environment. Studies in the area of organisational climate have identified significant features prevalent in the work settings as climate which is usually defined by workers' perceptions of the organisation's policies, practices and social

relationships. Basically, organisational climate refers to social environment features of an organisation such as leadership styles, communication, values and behavioural norms which influence the behavioural pattern of those who are working in that environment (Alajimi, 2016).

Researchers such as Alomian (2010) viewed organisational climate as a description of the internal work environment with all its dimensions and physical and social elements. Apparently, the physical and social elements include the nature of power, leadership styles, organisational design or structure, communication, values and behavioral norms. However, Alajmi (2016) provided a broad definition of organisational climate as a set of characteristics that distinguish and describe one organisation from another. The set of distinctive characteristics emanates from internal and external factors of the organisation that exert positive or negative influence on the behaviour of employees in the work environment. From his point of view, organisational climate is not in isolation from the surrounding environment of the organisation as the organisation derives many of its inputs from its environment.

However, it is important to note that as much as organisational climate is not void of its environment, it is not bound to be influenced by environmental factors. Thus, creating a work friendly atmosphere for employee performance is very vital to overall organisational outcomes since job performance is under individual's control and it is affected by some certain factors such as management style, pay status, working environment, facilities, climate factors, growth potentials in the job (Campbell, 1990). According to Nair (2006), organisations nowadays are facing more challenges than ever before. As no organisation exists independent of its immediate environment, organisational climate is constantly affected by factors prevalent in the environment irrespective of the formation or composition of any organisation. It demands that organisation constantly seek to enhance performance in order to remain relevant among its competitors.

In the same vein, researchers such as Nurharani, Nur, NurShaminah (2013) have emphasized on the importance of organisational climate in influencing positive outcomes as individuals who perceive work procedures and processes to be friendly and favourable will stay and continue to put in their best towards the achievement of organisational objectives and goals. It is the considered opinion of theorists that most of these factors when properly harnessed and applied will culminate to workers job performance.

It is in this light that in recent times, measures of enhancing employee's performance is viewed as an issue of top priority to every management team. Creating a supportive work environment has become a competitive management tool as a good working climate influences staff motivation, drive and self-confidence on the job performance. Understanding organisational climate becomes a critical factor to be considered. Therefore an assessment of organisational climate vis-a-vis employee job satisfaction will help to determine employee productivity and consequently organisational effectiveness.

## **2. LITERATURE REVIEW**

### **2.1 Conceptual Framework**

#### **2.1.1 Understanding the concept of Organisational Climate**

Kubendran, Sampath, Muthukumar (2013) defined organisational climate as a set of perceived attributes of the organisation which influences the way the organisation, its members and their environment interact. Nurharani, Nur, NurShaminah (2013), also viewed organisational climate as an approach in which organisational members observe and characterize their surrounding and environment in an attitudinal and value-based manner. This implies that the environment of any organisation, work processes and procedures are critical in defining how the climate of the organisation is perceived by its members. Schneider, Ehrhart, Macey (2013) viewed organisational climate as the shared perceptions of and the meaning attached to the policies, practices, and procedures employees experience and the behaviours they observe getting rewarded and that are supported and expected.

Basically, the work environment is perceived by employees as favourable when benefits, resources and workload are reasonable and fair, equitable and mutual respect between employers and employees which culminates in steady, beneficial work outcomes and attitude. It is clear that creating a healthy, inspiring organisational climate is imperative to maximizing the potentials of employees. A clear understanding of variables of climate assists management to channel efforts towards the attainment of organisational goals. The needs and concerns of people about work procedures and processes are provided through significant attention to variables that constitute organisational climate. In other words, managers must understand diverse work procedures that arouse staff needs and ways they can be inspired for better performance on the job.

Schneider, Ehrhart, & Macey (2013) concluded that open communication and sincere relationship create positive organisational climate. Mullins (1999) argued that a healthy organisational climate might be expected to exhibit such characteristic features as: the integration of organisational goals and leadership styles appropriate to particular work situations; Mutual trust, consideration and support among different levels of the organisation; Recognition of individual differences and attributes, and of people's needs and expectations at work. Besides the characteristics, Litwin and Stringer (1968) in Johannes (2004) suggested other dimensions of organisational climate. Examples of other dimensions used in measuring organisational climate include: Structure/design, individual responsibility/teamwork, warmth and support, reward and punishment/leadership inter relationships.

#### **2.1.2 Organisational Design**

Researchers such as Hameed and Amjad (2009) tacitly stated that increased personal control and comfort needs of employees has triggered the concern among organisations to provide employees with an environment and design which fulfils the employee's needs and helps to boost their productivity. Apparently, good organisational design is tailored to deliver the company's competitive strategy by enabling its work activities. The design organisation adopts depends largely on the strategies and resources available for use. Hence, there is no single best structure for all to adopt. However, it is imperative that organisational design is in line with the organisation's work processes and procedures to achieve a pre-determined goals.

Corresponding Author: 07035042505

Email: [galaneme@unilag.edu.ng](mailto:galaneme@unilag.edu.ng)

According to Gibson , Ivancevich, Donnelly and Konopaske, (2012), organisational design refers to overall organisational structure.

Organisational design is also referred as a process for improving the probability that an organisation will be successful by assessing and re-shaping structure and positions to better meet (business) goals. Organisational design entails the arrangement of workspace so that work can be performed in the most efficient way. Office/Plant design incorporates work flow, which examine the way in which work is performed in order to optimize layout. Employee's work attitude is affected by the structure and positions organisation adopts. Amina and Shehla (2009) noted that open-plan office design encourages team work in the organisation. In recent times, the structure and arrangement of equipment has received attention from researchers as it is argued that office or plant design is has effect on employee satisfaction.

Most important is the notion that office design has the tendency to either encourage or distort free flow of work activities especially in the manufacturing company which requires movement of machines from one location to another. Hence, effective organisational design depends on how task is accomplished through free-running work activities. In addition, a study carried out by the American Society of Interior Designers showed that the physical work environment design affects job performance and employee satisfaction (Amina and shehla, 2009).

Thus, employees would be satisfied working in organisation where the physical workplace is friendly and work process runs unhindered. In the same vein, employee's satisfaction due to good physical-work conditions results in improved productivity and vice-versa. Denison (2014) also noted that the design of an organisation serves to align the organisation's capabilities with the demands made by its environment. Narasimhan (2014) suggested that in order to cope and thrive in such dynamic environments, organisation needs to apply distinctive design criteria. Most importantly, firms must first understanding the complexity before they try to reduce it by making the key design choices clear to avoid complex solutions.

### **2.1.3 Organisational Leadership**

Leadership is a social influence process; the extent to which a leader continually and progressively lead and directs his/ her followers to the agreed destination as defined by the whole group (Umaru, Munirat, Isyaka, Theresa, Nana & Aina, 2014). They contend that leader's actions or inactions have influence on the behaviour and performance of group members in a work environment. Organisational leadership entails performing functions such as controlling, directing and methods used in motivating subordinates to remain committed to organisational goals. According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership (management) style: leaders' characteristics, sub-ordinates' characteristics and the organisation environment. More specifically, the personal background of managers such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style; employees also have different personalities, backgrounds, expectations and experiences (Ogunola, 2015). According to Lewin, Lippit & White (1953) in Luthar, (1996), the three broad management styles that are determined by leade'rs characteristics, subordinate's characteristics and the organisation

environment is: Autocratic Leadership Style, Democratic Leadership Style and Laissez-faire Leadership.

- **Democratic Leadership Style**

Umaru, Munirat, Isyaka ,Theresa, Nana and Aina (2014) viewed democratic leadership style as the use of consultative approach which encourages group participation in decision making. It entails maintaining a master-servant relationship with group members to achieve collective goals. This leadership style is also referred to as participative leadership style as employees are informed about issues affecting their job performance and at the same time, participates in decision making and problem solving responsibilities in the organisation. The sharing of decision making authority between the leaders and employees, and delegation of responsibilities distinguishes this leadership style from others. Typically, the democratic manager develops plans to help employees evaluate their own performances, allow employees to establish goals and suggest better ways of achieving the set goals thereby enhancing sense of belonging in the organisation.

- **Autocratic Leadership style.**

This leadership style entails manager retaining as much power and decision-making as possible (Abiodun, Peter & Chiedu, 2013). It is against the backdrop that employees are incapable of making contributions to their job. In this case, the leader assigns responsibilities to workers without due consultation. The common organisational structure associated with autocratic leadership is centralized structure whereby the leader has absolute control of the work procedures. Instructions strictly run from top management level to the lower level. The employees in this instance are only required to carry out orders as it relates to performance of tasks.

- **Laissez-faire Style.**

The laissez-faire style of leadership is a liberal, non-interference leadership approach which gives employees total freedom in performing of job responsibilities. Thus, workers are expected to adopt individual ways in achieving set goals. Little or no direction is provided to the employees. Most importantly, decision making authority resides within the employees. Also, employees have the power to resolve problems they encounter on the job. It is glaring that irrespective of diverse leadership styles that exist; influence of leaders on the performance of employees in a work environment is obvious.

#### **2.1.4 Team work and Employee Productivity**

Jaap (2012) noted that working in teams improves the quality of working relationships which includes communication, provision of information and friendship. In addition, the perception of work by individual employees is affected by methods or ways of assigning responsibilities to employees. Apparently, these attributes of teamwork are components of the organisational climate. Ashish (2015) observed that the effectiveness of team work depends on the top management to reward high performing members in a team. The implication is that team work has the potential of enhancing performance of employees if it is monitored by the

top management team. Challenges and feelings of task accomplishment, and opportunities for greater participation are provided within teams in the organisation. Attracting and retaining committed workers can be achieved when workers participate in decisions about the best way of performing their assigned responsibilities.

## **2.2 Theoretical Framework**

### **2.2.1 The Theory of Reciprocity**

Aronson and Linder (1965) advanced the theory of Reciprocity and Attraction. This theory posits that positive action should be responded to with another positive action or behaviour. This implies that any helpful action should be rewarded. Apparently, people respond to a positive or favourable action with the same favourable action. On the other hand, negative or unfavourable action is met with commensurate unfriendly or hostile action. In social organisations, the theory of reciprocity is very critical in influencing positive actions likewise negative actions in a work environment. Thus, the theory holds that motivating workers to get improved positive work outcomes requires friendly and favourable behaviour towards employees by means of incentives and reward mechanism.

### **2.2.2 The Perceived Organisational Support (POS) Theory**

The theory of perceived organisational support lays emphasis on the importance of appreciating employees contributions and the extent the organisation cares about the employee's wellbeing; such relationship is described as social exchange relationship between the employer and the employee (Lew,2010). The theory stems from the concept of reciprocity; hence, individuals who perceive level of organisational support as high are more likely to see employees who perceive high levels of POS are more likely to respond with positive or favourable work behaviour for instance higher levels of commitment to organisational goals and lower intention to leave (Lew, 2010).

## **2.3 Empirical Review**

Fauziah, Safiah, Syakirarohan and Shukriah (2010) conducted a study on organisational climate and its influence on organisational commitment and found out that organisational climate affects employee commitment. The study further revealed that climate of an organisation affects both the employees physical exertion of their bodies and the mental exertion of their minds. Cigdem and Reyhan (2016) examined the roles of organisational and ethical climate on individual performance of employees and concluded that the positive motivation of employees and the positive development of their perception of the organisation will lead them to make positive contributions to their work performance. The development of the organisation's vision, mission statement, goals and objectives can influence the management to promote a positive climate that allows employees' utilization of their full potentials. Booyens (1998) also found out that actions such as employee's participation in decision making creates a positive organisational climate. In addition, by establishing trust and openness between the management and the employees through communication including frequent feedback in an organisation, would help in keeping morale high. Through communication, employees can raise problems that they encounter in the workplace as well as problems relating to them as individuals. Lockburn & Terry (2004) also affirmed Booyen's

(1998) view as they also indicated that development of organisational goals, openness through communication and the provision of opportunities for growth and adequate career ladder will promote positive organisational climate.

### **2.3.1 Organisational Climate and Job Satisfaction**

Spector (1997) posits that Job Satisfaction is the degree with which people like their jobs, where some people enjoy work and find it to be a central part of life and others hate to work and do so only because they must. Borah (2012) refers job satisfaction as a pleasurable or positive emotional feeling of an employee whereas Job satisfaction may be termed as a reaction of an individual towards job (Gupta & Sethi 2012.). Adenike (2011) conducted a study to determine the relationship between organisational climate and job satisfaction among faculty members in southwestern Nigerian and found out that a significant positive relationship exists between organisational climate and job satisfaction. Jeevan (2013) also conducted a study on the impact of organisational climate on job satisfaction, job commitment and intention to leave and found out organisational climate factors positively related to job commitment. The study also indicated that an organisational climate that supports collaboration increases job satisfaction of the employees. Hence, good management policies contribute immensely to job satisfaction especially participative decision making, providing opportunities for professional growth.

### **2.3.2 Organisational climate and Employee Productivity**

According to Business Solution Consulting Group (2008), productivity pertains to how efficiently the resources of any organisation are allocated and utilized. Basically, the relationship between the amount of goods or services produced and the resources utilized in production explains employee productivity. Thus, the central focus in the measurement of employee productivity is production efficiency or increase in quality by reduction in wastages. Kaplan and Norton (1992) suggest that there are three Es in productivity or performance management literature which are: Economy, Efficiency, and Effectiveness. Efficiency and effectiveness are critical benchmark for measuring organisational performance. In addition, Boro, (2001) noted that employee productivity is influenced by level of satisfaction which depends on a number of situational and environmental factors such as pay packages, working conditions, relationships and autonomy.

## **3. METHODOLOGY**

This study employed a descriptive survey design. The primary data was obtained from employees of the selected organisations through the administered questionnaire. The population of this study comprised staff of PZ Industry, Flour Mills Nigeria and Dicon Salt Plc in South-West. The total population size of employees of these companies as at the time of this study was two thousand five hundred (2,500).

**Table 1: Distribution of Respondents from the selected Branches**

Branches	Senior Staff	Junior staff	Total
Paterson Zochonis Industry, Industrial Estate, Ilupeju.	32	940	972
Flour Mills Nigeria (FMN) PLC, Apapa, Lagos.	25	850	875
<i>Dicon Salt Plc, 9 Wharf Road, Kariko Towers, Apapa</i>	18	635	653
Total	75	2425	2500

**Source: Field Survey, 2017**

Slovin's sample size determination formula was adopted in the determination of the sample size. A non-probability convenience sampling method was used to select 150 employees of the companies. The number of employees selected as sample size comprised fifty (50 each) employees from PZ Industry, Flour Mills Nigeria and Dicon Salt Plc in Lagos State to bring the total sample size to 150. Thus, one hundred and fifty (150) members of staff of PZ, Flour Mills and Dicon Salt Plc were administered copies of questionnaire for completion.

## 4.0 RESULTS AND DISCUSSION

The hypotheses were tested using Pearson Product Moment Correlation Co-efficient at 5% alpha level and Chi-Square Technique (SPSS Version 20). In testing the hypotheses, the following proxies were used as indicators of organisational climate: Design (physical condition), teamwork (inter-personal relationships) and leadership approach.

### 4.1 Test of Hypotheses

$H_{01}$ : There is no significant relationship between organisational design and employee productivity.

In testing hypothesis one using Pearson correlation, items relating to organisational design (independent Variable) and employee productivity (dependent variable) were gathered and processed through the SPSS version 20. The hypothesis was tested using Pearson Product Moment Correlation analysis and results are summarized on the Table 2.

**Table 2: Pearson Product Moment Correlation Analysis**

Correlations		Organisational Design	Employee productivity
Organisational Design	Pearson Correlation	1	.450**
	Sig.(2-tailed)		.000
	N	150	150
Employee productivity	Pearson Correlation	.450**	1
	Sig.(2-tailed)	.000	
	N	150	150

\*\*. Correlation is significant at the 0.01 level (2-tailed).

As evident on the above Table, organisational design correlated strongly and significantly with employee productivity at a correlation coefficient of  $r = 0.555$  at a probability ( $p$ ) < 0.01. Given the above result, there is a significant association between the dependent and independent variable in this study. Hence, the null hypothesis is rejected while the alternative hypothesis is accepted with the conclusion that there is a significant relationship between organisational design and employee productivity.

$H_{02}$ : Leadership has no significant effect on employee efficiency.

In order to test this hypothesis, questionnaire item number one (1) was cross tabulated with questionnaire item number three (3) as they appropriately address the research hypothesis. In addition, the result of cross tabulation was used to perform a Chi square test of dependence. The results of the Chi-square analysis are presented on the table below.

**Table 3: Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	93.774 <sup>a</sup>	16	.000
Likelihood Ratio	106.417	16	.000
Linear-by-Linear Association	.010	1	.922
N of Valid Cases	150		

From the Chi-square analysis of research hypothesis two, it is discovered that the Chi-square calculated value of 93.774 is greater than Chi-square tabulated value of 26.29 at 0.05 level of significance with 16 degree of freedom. Based on this result, the null research hypothesis is rejected while the alternative hypothesis that “leadership has a significant effect on employee productivity” is accepted.

$H_{03}$ : There is no significant relationship between teamwork and employee output.

**Table 4: Pearson's Product Moment Correlation Matrix showing relationship between teamwork and employee output.**

Correlations			
		Teamwork	Employee output
Teamwork	Pearson Correlation	1	.288**
	Sig.(2-tailed)		.000
	N	150	150
Employee output	Pearson Correlation	.288**	1
	Sig.(2-tailed)	.000	
	N	150	150

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Teamwork correlated strongly and significantly with employee productivity at a correlation coefficient of  $r = 0.288$  at a probability ( $p$ )  $< 0.01$ . Given the above result, there is a significant association between the dependent and independent variable in this study. Hence, the null hypothesis is rejected while the alternative hypothesis is accepted with the conclusion that there is a significant relationship between teamwork and employee output.

#### 4.2 Discussion of Findings

Results from correlation analysis one shows that there is significant relationship between organisational design and employee productivity. The correlation analysis shows that the variable design and employee productivity have significant and positive association ( $r = 0.555$ ,  $p < 0.01$ ). The result corroborates with Hameed and Amjad (2009) position that provision of employees with an environment and design which fulfils the employees' comfort needs enhances their productivity. Result from chi-square analysis two indicates that leadership has a significant effect on employee productivity (Chi-square calculated value 93.774 is greater than Chi-square tabulated value of 26.29 at 0.05 level of significance with 16 degree of freedom.). This result corroborates with. The result is in with Fajana's (2002) work which identified a long range of factors combined to affect individual's level of performance and satisfaction which include supervision or leadership (concern for people, task, participation), working conditions, social relationships, perceived long range opportunities, levels of aspiration and need achievement. Results from correlation analysis three shows that there is significant relationship between teamwork and employee productivity which is measured in terms of output. The correlation analysis shows that the variable teamwork and employee output have significant and positive association ( $r = 0.288$ ,  $p < 0.01$ ). This result affirms Froebel & Marchington, (2005) assertion that team members enhance the skills, knowledge and abilities while working in teams. The result also affirms Cohen & Bailey's (1997) report that organisations which emphasize more on teams achieve increased employee performance, greater productivity and better problem solving at work.

Corresponding Author: 07035042505

Email: [galaneme@unilag.edu.ng](mailto:galaneme@unilag.edu.ng)

## 5. CONCLUSION AND RECOMMENDATIONS

From the findings it is apparent that passionate employee will contribute more efficiently towards the growth of the organisation. Hence, organisation's work climate which includes physical condition (tools, machines), design or structure, leadership style, interpersonal relations, values and behavioral norms have significant effect on employee productivity in the manufacturing company. In addition, variables such as autonomy, flexibility, collaboration and opportunities for growth instil passion in employees to be more productive. The implication here is that favourable organisational climate or work environment will enable an enhanced efficiency in production.

Within the confines of the research findings, the following recommendations will help the companies (PZ Industry, Flour Mills Nigeria and Dicon Salt limited) achieve the objective of enhanced productivity by entrenching favourable organisational climate. The management of the organisations should be more responsive to physical condition of the work environment such as seasoned tools, machines and career development programmes. This will enhance efficiency in production and increase quantity of products. In addition, top management team should continually conduct workshops, or seminars to update Plant Supervisors on different leadership styles that are most appropriate for any situation to instil passion in employees for greater performance. Also, the management team should be more receptive to seasoned equipment in the manufacturing sector as the use of obsolete equipment negatively affects productivity. Most importantly, the management team should show recognition and appreciation for work well done. This undoubtedly has a far-reaching effect on the motivation of employees and facilitates job satisfaction to perform better as positive reinforcement increases the probability of a recurrence of the desired behaviour.

## REFERENCES

- Abiodun A., Peter O. & Chiedu A. (2013). Management style as a correlate of job performance of employees of selected Nigerian brewing industries. *African Journal of Business Management*, 7(36), 3714-3722,
- Adenike, A. (2011). Organisational climate as a predictor of employee job satisfaction: Evidence from Covenant University. *Business Intelligence Journal*. 4(1), 151-164.
- Alajmi S. (2016). Organisational Climate and its Relationship to Job Satisfaction in Kuwaiti Industrial Companies. *Asian Journal of Management Science and Economics*. 3(2) 2413-0591
- Alomian, M. (2010). *Organisational Behavior in Business Organisations*, 5th, Dar Wael for publication: Amman.
- Amina H. & Shehla A. (2009).Impact of Office Design on Employees' Productivity: ACase study of Banking Organizations of Abbottabad, Pakistan. *Journal of Public Affairs, Administration and management*, 3(1)2-5
- Aronson E. & Linder D. (1965). Gain and loss of esteem as Determinants of Interpersonal attractiveness. *Journal of experimental social psychology*, 1, (2) 156-172.
- Ashish M. (2015). Effective Team Building, Organisational Culture and Organisational Climate in Service Sector A study with special reference to hotels in Odisha. *Journal of English Language, literature and humanities*, III (VII). 2321-7065
- Booyens, S. W. (1998).*Dimensions of Nursing Management*. Kenwyn: Juta 2nd Edition.
- Borah, S., (2012). Employee Job Satisfaction: A Case Study on the Pipeline Department of Oil India Limited Prabandhan: *Indian Journal of Management*, 1(2) 32-36.

- Boro, L, Thopeson, S & Patton, C.(2001). *Organisational Behaviour*. London: Routledge
- Campbell JP (1990). Modeling the performance prediction problem in industrial and organizational psychology. In: Dunnette MD & Hough LM (Eds.), *Handbook of Industrial and Organizational Psychology* 1:687-732. Palo Alto: Consulting Psychologists Press.
- Cigdem k. & Reyhan B.(2016). The Roles of Organizational and Ethical Climate on Individual Performance of Employees. *Business Management Dynamics* 5(8), 27-38.
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23(5): 239-290
- Denison D. Narasimhan A. & Mikolaj J. (2014). Designing a High Performance Organization. International Institute for Management Development (IMD).
- Fajana, S. (2002). *Human Resource Management: An Introduction*. 2<sup>nd</sup> Ed. Lagos: Labofin and Company.
- Fauziah N., Safiah O., Syakirarohan S. & Shukriah I. (2010). Organisational climate and its influence on organisational commitment. *International Business & Economics Research Journal*. 9, (2)1-9
- Froebel, P. and Marchington, M. (2005). Teamwork structures and worker perception: a cross national study in pharmaceuticals, *International Journal of Human Resource Management*, 16, (2), 256-276
- Gibson J.L , Ivancevich J.M, Donnelly J.H, & Konopaske R.(2012). *Organization: Behaviour, structure, Processes'* (14<sup>th</sup> Ed.). Published by McGraw-Hill
- Hameed, A. & Amjad, S. (2009). Impact of office design on employee's productivity: A case study of banking organizations of Abbottabad, Pakistan, *Journal of Public Affairs, Administration and Management*, 3(1) 2-5
- Jaap B. (2012).Team working: Effects on the quality of working life: organisational climate and productivity. Interuniversity Centre for Organisational Change and Development, *European Journal of Work and Organisational Psychology*, 1 (2), 1-14
- Jeevan J. (2013).Impact of Organisational Climate on Job Satisfaction, Job Commitment and Intention to Leave: *An Empirical Model Journal of Business Theory and Practice*. 1(1).1-17
- Kubendran V., Sampath M. & Muthukumar.S (2013).Organisational climate's impact on employee's performance. *Indian Journal of Economics and Development*. 1(3), 2320-9836
- Kavanaugh R. & Ninemeier J. (2001). *Supervision in the hospitality industry* (3<sup>rd</sup> Edition) Michigan: the educational institute of American hotel and lodging association.
- Lew, Y. T (2010). Affective organizational commitment and turnover intention of academics in Malaysia, *International Conference on Business and Economics Research*, 1(1), 1-5.
- Lewin, K., Lippitt, R., & White, R. (1939). Patterns of aggressive behavior in experimentally created "social climates, *Journal of Social Psychology*, 10, 271-299.
- Litwin, G. H., & Stringer, R. A. (1968), *Motivation and Organizational Climate*. Boston: Division of Research, Graduate School of Business Administration, Harvard University
- Lockburn, E & Terry, P (2004). *Organisational Behaviour*. London: Juta.
- Luthar, H. K. (1996). Gender Differences in Evaluation of Performance and Leadership Ability. *Journal of Social Psychology* 35(6), 337-361.
- Mullins, L.J. (1999). *Management and Organisational Behaviour*. England. Pearson Education Limited. 5th Edition.
- Nair, R. (2006), Climate Studies and Associated Best Practices to Improve Climate Issues in the Workplace. Paper presented at *Women in Engineering Programs and Advocates Network*, Pennsylvania.
- Nurharani S., Nur Z. & Nur Shaminah M..(2013). The impact of organisational impact of organisational climate on teachers job, *Educational Research Journal*, 2(1). 71-81
- Ogunola, A., Kalejaiye, P., & Abrifor, A. (2013). Management style as a correlate of job performance of employees of selected Nigerian brewing industries. *African Journal Of Business Management*, 7(36), 3714-3722.

Corresponding Author: 07035042505

Email: [galaneme@unilag.edu.ng](mailto:galaneme@unilag.edu.ng)

- Schneider B., Ehrhart M. & Macey W. (2013) *Organizational Climate and Culture. Annual. Rev. Psychol.* 64:361-388. <http://dx.doi.org/10.1146/annurev-psych-113011-143809>.
- Spector, P.E. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. Thousand Oaks, CA Sage.
- Umaru D., Munirat O., Isyaka M., Theresa N., Nana U.& Aina O. (2014). The Relationship between Leadership Styles and Employees' Performance in Organizations :A Study of Selected Business Organizations in Federal Capital Territory, Abuja Nigeria. *European Journal of Business and management.* 6, (22). 2222-2839.