



**ORGANIZATIONAL CLIMATE AND EMPLOYEES' COMMITMENT:
EVIDENCE FROM MANUFACTURING INDUSTRY**

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Abstract

Organizational climate is the core circle of human environment within the boundaries of where the employees in an organization work. Further explained that climate affects every activity in an organization directly or indirectly and is affected by almost everything that happens in the organization. The survival and growth of any organization is directly affected by a favorable climate. Literature suggests that positive work-related behaviour and attitudes largely depends on employee perceptions on the extent to which their employer values their contribution and cares about their wellbeing. The study aims to investigate the organizational climate and employees' commitment. The study seeks three specific objectives, including to determine the impact of job autonomy on employee morale; to ascertain the effect of a leadership style on the employee productivity and to establish relationship between reward system and employee job satisfaction. The paper is guided by three following null hypotheses. The first hypothesis (H₁) assumes that job autonomy does not have impact on employee morale. The second hypothesis (H₂) assumes that leadership style does not influence the employee productivity, and the third hypothesis (H₃) assumes that there is no relationship between reward system and employee job satisfaction. The findings apparently show that passionate employee will contribute more efficiently towards the growth of the organisation. The organisation's work climate has significant effect on employee commitment in the manufacturing company. The variables such as autonomy, leadership style, reward system and opportunities for growth instill 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.

Keywords: *organizational climate, employee, commitment, job autonomy, morale, productivity, leadership.*

1. Introduction

In the 21st century, organizations are confronting more difficulties than ever before. These obstacles are not one of a kind to a particular industry or organisation, but rather influence all organisations, regardless of their structure or size. Organisational climate specifically is always challenged by the increasing number of changes affecting organisations nowadays (Nair, 2016). To survive and compete their rivals, organisations are continually looking to enhance their execution. Brown and Leigh (2015) believe that organisational climate is ending up more imperative than ever before due to organisations need to guarantee that those people who increase the value to the standard will need to remain in the organisation and will need to keep pouring their exertion into their work to the advantage of the organisation.

Organizational climate is the core circle of human environment within the boundaries of where the employees in an organization work. Further explained that climate affects every activity in an organization directly or indirectly and is affected by almost everything that happens in the organization. The survival and growth of any organization is directly affected by a favorable climate. Meanwhile Motlagh (2012) defines an organizational climate (sometimes called a corporate climate) as a process of measuring the culture of an organization and the organizational climate is a set of characteristics of the work environment, which are perceived directly or indirectly by employees, which is assumed to be the main force in influencing employee behavior.

Organizational climate serves as a measure of individual perceptions or feelings about an organization. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, provision of good working conditions and creation of suitable career ladder for academics (Nicholson and Miljus, 1992).

Work environment or climate perception of employees has significant consequences for both individuals and organizational. Climate or atmosphere in workplace has impact on employee's motivation, behaviour, attitudes and potential, which, in turn is predicted to influence organizational productivity. Employees are engaged when organizations have healthy work culture and communication practices, where they can get platforms to express their concerns and opportunities to grow and develop their potential. The level of engagement in employees can be enhanced by identifying its drivers (influential factors) and working on them (Adeyemi, 2015).

Herscovitch and Meyer (2012) defined commitment as the extent to which workers recognize the goals and objectives of the organization, and they are willing to make effort and to work harder to help it prosper. Similarly, Bateman and Strasser (2014) described commitment as a multidimensional aspect relating employees' devotion and faithfulness to readiness to exert effort on behalf of the organization and the desire to maintain membership. Organizational climate can be defined as a comprehensive impression of one's organization and individual influence on the working environment, which in turn impacts the individual's behavior and work-related attitudes (Litwin. and Stringer, 1968; Pritchard and Karasick, 1973). Forehand and Gilmer (2014) viewed climate as a unique set of dominant attributes that describes an organization, distinguishes it from others, and influences the behavior of the organization's members. Researchers described climate as a main characteristic of the internal organizational environment which is an upshot of policies and activities conducted by its employees and exerts pressure to direct labor's attitudes and behavior (Pritchard and Karasick, 2017). Organizational climate may be utilized as a management technique to endow managers with discerning insights into how their own employees view their organization. It is theorized as a psychological tool for concentrating on the individual and striving to comprehend cognitive progressions and performance (Davidson, 2013).

Organizational climate are explicated in terms of seven key dimensions: Structure (refers to the level of formalities adopted by an organization and the extent to which jobs and tasks are clearly defined), Responsibility (is measured by the bulkiness of duties delegated to employees by management), Risk (indicates whether organization promotes risk advocacy vs. risk averseness), Reward (refers to promotion system of allocating rewards to deserving employees), Warmth and Support (whether organization is easy-going and lenient or strict and tense), Conflict (extent to which a friendly and healthy atmosphere prevails), and finally Expectation.

Literature suggests that positive work-related behaviour and attitudes largely depends on employee perceptions on the extent to which their employer values their contribution and cares about their wellbeing (Allen, Shore & Griffeth, 2014). To remain competitive in the face of these pressures organizational commitment is crucial. Without employee commitment there can be no improvement in any business area. To succeed in the face of increasing competition organizations need improved productivity at all levels. This requires commitment on the part of all employees which can only be achieved through better management practices in the area

of managing rewards and compensation, by creating a perception of fairness through competitive wages and benefits (Coetzee, 2015).

It would appear in general that workers are largely dissatisfied with overall organizational climate. This is based on the researcher's observations and interactions with members of the staff. The staff indicates that there is some form of dissatisfaction. Workers view their organizational climate as characterized by the following factors: Unchallenging jobs, shortage of personnel where workers are expected to perform responsibilities, which were supposed to be performed by other employees, lack of feedback about performance, lack of recognition for work done well through merit or announcements in meetings, lack of material resources which make it difficult for employees to carry out duties, poor communication where there is no two-way communication between managers and subordinates and lack of staff development activities which prevent personnel from being equipped with knowledge and skill that they need in order to provide quality service (Fajana, 2002).

The study aims to investigate the organizational climate and employees' commitment. The study seeks three specific objectives, including to determine the impact of job autonomy on employee morale; to ascertain the effect of a leadership style on the employee productivity and to establish relationship between reward system and employee job satisfaction. Therefore, the paper is guided by three following null hypotheses. The first hypothesis (H_1) assumes that job autonomy does not have impact on employee morale. The second hypothesis (H_2) assumes that leadership style does not influence the employee productivity, and the third hypothesis (H_3) assumes that there is no relationship between reward system and employee job satisfaction. The findings apparently show that passionate employee will contribute more efficiently towards the growth of the organisation. The organisation's work climate has significant effect on employee commitment in the manufacturing company. The variables such as autonomy, leadership style, reward system and opportunities for growth instill 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. The remainder of the paper is organized such that section 2, 3, 4 and 5 are the literature, methods, results and conclusions, respectively.

2. Literature Review

Organizational Climate

The concept of Organizational Climate was introduced in the late 1940's. Climate or environment in the workplace influences employee's motivation, behavior, attitudes and aspirations, which, in turn is predicted to influence organizational output (Adenike, 2011). It has also been noted that the organizational climate is considered very important in the life of organizations due to its effects and relations to the various regulatory activities. It affects employees' satisfaction and performance hence the success of the organization and its continuity (Al-Saudi, 2012). Organizational climate is defined as the consistent pattern of behavior, attitudes and feelings that characterize life in the workplace and is more influential to innovations (Aiswarya and Ramasundaram, 2012). An organizational climate refers to the values and belief system that are not visible but exist within the employee's behavior, motive and action which effects their job satisfaction (Moghimi and Subramaniam, 2013). There has been a longstanding concern in the study of organizational climate among organizational psychologists and it remains a relatively new irrespective of the studies done over the years to examine its cause and effect on employees. The main point is that, if jobs are developed to provide a more desirable work environment, an increase in job satisfaction will result (Metle 2001, Afolabi, 2005). Organizational work pressure, having a work schedule that meets one's needs, feeling physically safe at work, receiving feedback and organizational quality environment indirectly affect intention to leave through employee job satisfaction and commitment (Karsh, Bookse and Sainfort, 2005).

According to Blanchard (2009), organizational climate can be looked at as an independent attribute of an organization, although recent studies have defined it as a combination of various opinions which when put together with the feelings of the employees and their behaviour would the define an organization. The difference between unbiased and biased measures is reflected in two approaches based on theory in regards to how organizational climate is defined (Ekvall, 2007). Organizational climate studies managerial or leadership styles, how decisions are made, if jobs provided to employees are stimulating, minimizing dullness and redundancy, providing adequate remuneration, remodeling old human resource policies, and providing a favorable work environment with good settings and making a path for growth in career and academics (Nicholson and Miljus, 2012). Organizational climate is the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior (Holloway,

2012). Organizational climate is defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization more related to atmosphere and values (Aiswarya and Ramasundaram, 2012). An organizational climate refers to the values, beliefs that are not visible but exist within the employee behavior and action. (Moghimi and Subramaniam, 2013).

In literature, there is no generally accepted definition of organizational climate. Because it is a complex, multilevel, and multidimensional phenomenon derived from employees' perceptions of their experiences within an organization, stable over time and widely shared within an organizational unit (Dawson Bookse and Sainfort, 2008). Organizational climate is based on the premise that the overall health of an organization can be assessed by measuring individual employee perceptions of their work environments. Together these individual observations serve as aggregate data describing how well the organization performs and how well it treats its employees (Giles, 2010). In other words, organizational climate represents how the employees feel about the atmosphere in the organization. For the development of an organization, it is necessary to make employees feel good, as employees are the key resources of an organization. With changing scenarios in the world economy, if companies want very smart, professional, innovative and positive team members, companies will promote a healthy environment and organizational climate so that the employees feel free to exhibit positive behaviors (Choudhury, 2011).

In a fiercely competitive global setting, achieving organizational effectiveness and organizational survival is based on employees' attitudes and behaviors. For this reason, organizational climate has gained importance in organizational behavior researches. Researches in this area have examined organizational climate in various organizational contexts and related it to several outcomes at an individual, group, and organizational level. In particular, researchers have found links with organizational climate and employee performance, organizational effectiveness, productivity, job satisfaction, organizational commitment, organizational justice, work motivation, organizational alienation, anxiety, propensity to leave (Dickson, Bellou and Andronikidis, 2009). However, researchers suggest that organizational climate promotes positive behaviors in organizations such as organizational citizenship behavior, innovative behavior, creative and proactive behaviors (Patterson et al., 2004; Lin and Lin, 2011; Bindlve Parker, 2011; Moghimi and Subramaniam, 2013). On the other hand, it triggers negative work behaviors such as absenteeism, lateness, putting little

effort into work, taking excessive breaks, wasting resources, arguing workmates, acting rudely towards them etc. (Appelbaum, Pena-Suarez and Dawson, 2008).

Organizational climate is defined as the set of characteristics that describe an organisation and that distinguishes the organisation from other organisations and influences the behavior of people in the organisation (Farooqui, 2012). Organisational climate attempts to identify the environment that affects the behavior of the employees and due to the organisational climate importance on employee's attitudes and behaviours, researches increasing attention in organisational behaviour literature (Holloway, 2012). Organisational climate is essentially a perceived state of operation thus can be thought of as the way employees describe an organisational environment to themselves and interpret what they find. However, because this is wrapped up with experience, it impacts on attitude which results to behavioural implications. An inference of example with an autocratic management style could result in an antagonistic organisational climate that creates friction between employees and their employers, which the resultant effect could be withdrawal from the work place and continual replacement. The nature of organisational climate differs from one organisation to another as organisational climate serves as a measure of individual perceptions or feelings about an organisation.

Job Autonomy

The independence of employees that takes place due to their empowerment in their organizations has a direct relationship with job contentment. It has effects that are beneficial for workers for a long period of time, and leads them to feel free and that they have control of their resources of the organization. The empowerment of employees is also a great value of an organization that leads people to concentrate on building their careers. The best thing that an organization could experience is when an organization creates job satisfaction from initial feeling that employees are empowered, and usually creates an influence on every other system over the time that the organization is in operation (Kosfeld, 2016).

In addition, workers that enjoy standard contacts with their management are able of suggesting solutions which are capable of influencing departmental and institutional decisions. The input that is direct relies on the willingness of managers to listen, which in turn motivates workers so that they can develop strategic thinking about how the performance of an organization can be improved as a way of making a business strong. Further, empowerment that is true transforms the culture of an organization with the impact of the beliefs that the organization holds. Hayati and Caniogo (2014) did a study on how job satisfaction is related to occupation

performance and they found out that worker who gets contented with the work they do normally have better rates of performance in an organization as opposed to those that are not compensated, and consequently, satisfaction on job has a positive influence on employee performance.

The perception of autonomy at work is an important value in many different cultures, according to Danish & Usman (2015). Danish and Usman (2015) claim that the perception of autonomy increases worker satisfaction even in the most routine jobs and leads to greater productivity in more complex jobs. Across a diverse array of cultures, even if autonomy has been defined in different ways including flexible hours and the ability to work from home, workers given more personal latitude, normally show positive results in terms of job satisfaction and performance. This has the implication that the amount of autonomy given to a worker has a profound impact on their productivity and performance. However, finding the right balance between complete freedom and authoritarian control is the hard part of the equation, since autonomy has both advantages and disadvantages. Rose (1998) shows how autonomy affects an individual, and also asserts that while autonomy is positively associated with higher performance and satisfaction, therefore, the autonomy for employees must have limits to yield maximum results. According to Stamps and Pudmonte (1986) autonomy is defined as the amount of job-related independence, initiative and freedom either permitted or required in daily work activities. Autonomy has been consistently linked to employee satisfaction as a positive factor (Parker & Wall, 1998; Hackman & Oldham, 1980). Given the unstructured nature of complex jobs, which require workers to exercise judgment, decision-making, creativity and other discretionary behaviour. Frese and Zapf (1994) argued that those with control can more effectively resolve problems because they have the freedom to choose strategies to deal with the situation.

Organizational Climate and Employee Commitment

Past research findings have indicated that there exist relationships between the dimensions of organizational climate and organizational commitment. For example, Spector (1997) cites that job satisfaction is a correlate and predictor of organizational commitment; Gregersen and Black (1996) posited that work process would enhance a sense of felt responsibility that led to an increase in commitment among employees; Varona (2002) found that there is a relationship between communication and organizational commitment in terms of feedback and responses from both upper level and employees; Mitchell, Holtom, Lee, Sablinski & Erez, (2001), Osbourn, Moran, Musselwhite & Zenger (1990), and Wellins, Byham, and Wilson (1991)

indicate that teams contribute to better outcomes for business organization due to employees commitment to the organizations; and Angle and Perry (1981) posit that proper leadership and motivation influence commitment and would result in organizational effectiveness. In addition, Steel et al (1992) found that employee perception of decision-making influence was positively correlated with organizational commitment of employees. Finally, organizational commitment has been often cited in the literature to be both a dependent variable as well as variable for antecedents such as age, tenure, and education (Mathieu and Zajac, 1990; Fauziah 2008). Organizational climate affects the way in which employee consciously or unconsciously thinks, make decisions and ultimately the way they perceive, feel and act. This view was corroborated by researchers who intimated that, employees elect to commit their work- life to an organization psychologically and physically especially when the values of the organization are in alignment with theirs. Thus, culture is the most important hallmark of excellent companies (Petres and Waterman, 2006). Organizational culture is a combination of value system and assumptions which lead an organization to run its business (Zahoor, 2015).

Empirical Review

Mousa (2012), conducted a study in a Jordan University on the Impact of Organizational Climate upon the innovative behavior of employees. The results of this study indicated that the rate of how the respondents perceived the measurements of organizational climate was average, and that their perceptions towards the innovation behavior were great. The study also found out that there was a noteworthy effect with pointers for the measurements of the organizational climate on the innovative behavior among those who responded. This study gives a recommendation that there is importance in developing the employees and to ensure there is adequate flow of funds to support the employees' creativeness at Jordanian private Universities through a practical scheme of incentives. A similar study on personality, behaviour and leadership styles within organizations in Nairobi province by Asunda (1983) reported significant differences in organizational climate as a function of sex of employees versus size of organization. Organizations with a higher population of male management / leaders were perceived to be autocratic (authoritative climate) whereas organizations with a large female employee population were perceived to be democratic (participative climate). These studies findings tend to agree with previous results of a study in Nigeria by Gibbon (1976) on organizational climate as it relates to the employees' sex and size of population.

Another study carried out in Nigeria on employee perceptions of organizational climate on increasing morale and innovation by Adeniji (2011), found significant factors in improving employees' morale and hence increasing creativity and innovative output. These factors include: the personal attributes of the employee, effective communication among the staff, employee participation in policy formulation and decision-making and support on the part of the management. Adeniji (2011) points out that, the actions of the manager seemed crucial with respect to organizational climate and that the nature of organizational climate was a major responsibility of the manager who are the major influencers of the organizational climate.

Dangogo (2019) examined the relationship between organizational climate and employee commitment in telecommunications companies in Port Harcourt. Autonomy was conceptualized as the dimension of organizational climate -the predictor variable. Affective and normative commitment as measures of employee commitment - criterion variable. The study adopted a cross-sectional research survey design in its investigation of the variables. Primary data was generated through structured, self- administered questionnaire. The target population was 437 employees of the four General System of Mobile telecommunication (GSM) firms in Port Harcourt. The study sample was 208 employees calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was also achieved through confirmatory tests using Crombach Alpha coefficient. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman rank order correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Empirical findings revealed that there is a positive and significant relationship between organizational climate and employee commitment in telecommunications companies in Port Harcourt.

Abdul-Nasser (2014) investigates the effects of the seven dimensions of organizational climate (Structure, Responsibility, Risk, Reward, Warmth and Support, Conflict, and Expect Approval) on the three types of organizational commitment (Affective, Continuance and Normative). The purpose of this paper is to examine if a relationship exists between each aspect of organizational climate and each type of employee commitment. The research reports the results of 214 survey questionnaires. Participants were individuals working in medium and large sized organizations located in Lebanon. Results indicate that the affective commitment is highly correlated with five components of organizational climates: structure, responsibility, warmth and support, conflict and expect approval. Also, continuance commitment is impacted by three organizational climates: rewards, warmth and support, and structure. Moreover, normative

commitment is significantly related with three organizational climates: rewards, warmth and support, and expect approval.

Swastadiguna (2016) determined the effect of organizational climate and job satisfaction on organizational commitment and explain the mediating role of job satisfaction on the effect of organizational climate on organizational commitment. This research was conducted at Perusahaan Daerah Pasar Kota Denpasar, Bali, Indonesia. Proportionate random sampling is used to determine the number of samples and the sample are 84 employees. The data were collected by interview and questionnaires distribution which contain several statements from each indicator of every variable in this study. Partial Least Square technique is used to analyse the data. The results showed that organizational climate had positive and significant impact on organizational commitment that mediated by job satisfaction. The implication of this study is (1) to support the theoretic concept, literature and previous study results, of which specify that organizational climate positively and significantly affect job satisfaction and organizational commitment, (2) the company should pay more attention and create a better organizational climate as well as the employees job satisfaction so that the employees can show a better organizational commitment.

3. Methodology

Theoretical Framework

The study follows the Frederick Herzberg two factor model. The theory maintained that two completely distinct sets of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000). Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek & Peterson, 2007). These

factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley et al., 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied. This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then posited that to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between competencies and tasks, ensuring learning and development opportunities. The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development opportunities, challenging tasks, rewards and recognition for performance, advancement and growth opportunities, ensuring fit between employee competencies and tasks are important to higher productivity levels from employees.

Research Design and Data

This study adopted a survey research design. Survey was used to collect original data (Mouton, 2010; Polit & Hungler, 2013). Survey is employed because it provides an accurate portrayal or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group. Primary data was obtained through personal interviews and the use of questionnaires to gather accurate information. For the paper, self-developed questionnaire was used to gather information from the respondents. This method is used because it does not bias in nature. The questionnaire is divided in to two parts, in which part A consists the Bio-data of the respondents, which include Age, Gender, Educational background, Occupation and income. Age contains; class-interval, Gender; Male and Female, Educational background; O' level, Graduates, Post-graduate. Part B consists of

the structural questions in which 5-Likert scale method will be used to determine the response: SA = Strongly Agree, A = Agree, U= Undecided, D = Disagree, and SD= Strongly Disagree. The study uses the questionnaires to obtain information from 370 staff of Nestle Nigeria Lagos. Sampling according to Wimmer and Domnick (2012) is a subset of the population that is taken to be a representative of the entire population. The researcher used Taro Yamane formula to determine the sample size.

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

Where: n = Sample size, N = Finite population, and e = Limit of tolerable error (0.05 or 5%)

The sample from equation (1) gives n = 150, which is the number of samples is 150 respondents. After calculating the sample size substituting the number with the Yamane formula. The study was presented in a frequency table using the variables, the frequency and the percentage while the hypotheses were tested through Ordinary Least Square (OLS) using Statistical Package for Social Sciences (SPSS) version 20.

4.Results

Demographic Data Analysis

Table 1 shows the result from the analysis of the demographic information of the respondents. Clearly, 58.2% of the respondents are Male and 41.8% are female. This means that there are more male than female respondents in the study. Moreso, only 12% of the respondents fall below 18 yrs, 41.9% within the age range of 18 - 22yrs , 22.2% falls within the age of 23 – 26yrs, 13.7% falls between 27 - 30yrs and the remaining 8.5% are 31yrs and above. This means that there are more respondents between the ages 18-22 years in the study. The table above shows that 54.7% of the respondents were single while, 45.3% of the respond. The table shows that 42 out of 117 respondents have ND or equivalent qualification and this gives 35% of the whole respondents, 63 out of 120 respondents have first degree or equivalent qualification and this gives 52% of the respondents while 15 out of 120 respondents have master's degree or equivalent qualification and this gives 12% of the respondents. This means that there are more respondents with school certificate or equivalent.

Table 1: Demographic Data Analysis of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Panel 1: Sex Distribution				
Male	68	58.2	58.2	58.2
Female	49	41.8	41.8	100
Panel 2: Age Distribution of Respondents				
Below 17 years	14	12	12	11.7
18 – 22 years	49	41.9	41.9	43.8
23 - 26 years	26	22.2	22.2	64.4
27 - 30 years	16	13.7	13.7	87.7
31 years and above	10	8.5	8.5	100
Panel 3: Marital Status				
Single	64	54.7	54.7	55.8
Married	53	45.3	45.3	100
Panel 4: Education Qualification				
ND/Equivalent	42	35	35	35
First Degree/Equivalent	63	52.5	52.5	76
Master/Equivalent	15	12.5	12.5	100
Total	117	100	100	

Analysis of Research Questions

Table 2 shows the result from the analysis of the main research questions. One hundred and fifty (150) total number of questionnaires made of 20 questions each were randomly distributed to employees of Nigeria brewery Plc. However, only one hundred and seventeen (117) were appropriately responded to and duly returned. The table shows that out of 117 respondents 52 (44.4%) strongly agreed, 45 (38.5%), 13 (11.1%) disagreed while 7 (6.0%) strongly disagreed respectively. This means that majority of the respondents agreed that they can always manage to solve difficult problems if they try hard enough. The table shows that out of 117 respondents 58 (49.6%) strongly agreed, 42 (35.9%), 9 (7.7%) disagreed while 8 (6.8%) strongly disagreed respectively. This means that majority of the respondents agreed that they their role is clear to

them. The table above shows that out of 117 respondents 38 (32.5%) strongly agreed, 56 (47.9%) agreed, 15 (12.8%) disagreed while 8 (6.8%) strongly disagreed respectively. This means that majority of the respondents agreed that they receive assignments within their training and capability. Out of 117 respondents 37 (31.6%) strongly agreed, 59 (50.4%) agreed, 5 (4.3%) disagreed while 15 (12.8%) strongly disagreed respectively. This means that majority of the respondents agreed that they have to work under vague directive.

The outcome shows that out of 117 respondents 76 (64.9%) strongly agreed, 21 (17.9%) agreed, 7 (6.0%) disagreed while 13 (11.1%) strongly disagreed respectively. This means that majority of the respondents agreed that they work with only one discipline that operate differently. The result shows that out of 117 respondents 53 (46.7%) strongly agreed, 42 (35.9%) agreed, 10 (8.5%) disagreed while 12 (10.3%) strongly disagreed respectively. This means that majority of the respondents agreed that face to face communication makes the running of organization. The outcome shows that out of 117 respondents 52 (44.4%) strongly agreed, 42 (35.9%) agreed, 14(12%) disagreed while 9 (7.7%) strongly disagreed respectively. This means that majority of the respondents agreed that encouragement of feedback mechanism could solve ineffective communication in the organization. The result shows that out of 117 respondents 48 (41%) strongly agreed, 32 (27.4%) agreed, 20 (17.1%) disagreed while 15 (12.8%) strongly disagreed respectively. This means that majority of the respondents agreed that job insecurity could cause of the communication breakdown in your organization.

The table above shows that out of 117 respondents 48 (41%) strongly agreed, 46 (39.3%), 12 (10.6%) disagreed while 11 (9.4%) strongly disagreed respectively. This means that majority of the respondents agreed that oral communication is best of passing information regarding management decision. The table above shows that out of 117 respondents 39 (33.3%) strongly agreed, 32 (27.4%) agreed, 28 (23.9%) disagreed while 19 (15.4%) strongly disagreed respectively. This means that majority of the respondents agreed that communication efficiency increase the level of employee commitment. The table above shows that out of 117 respondents 57 (48.7%) strongly agreed, 43 (36.8%) agreed, 9 (7.7%) disagreed while 8 (6.8%) strongly disagreed respectively. This means that majority of the respondents agreed that they allow team member to set priority with my guidance. The table above shows that out of 117 respondents 38 (32.5%) strongly agreed, 41 (35.1%) agreed, 21 (17.9%) disagreed while 17 (14.5%) strongly disagreed respectively. This means that majority of the respondents agreed that they delegate task in order to implement a new procedure or process.

The table above shows that out of 117 respondents 44 (37.6%) strongly agreed, 48 (41%) agreed, 12 (10.3%) disagreed while 14 (12%) strongly disagreed respectively. This means that majority of the respondents agreed that they closely monitor my team to ensure they are performing correctly. The table above shows that out of 117 respondents 49 (41.9%) strongly agreed, 38 (32.5%) agreed, 22 (18.8%) disagreed while 8 (6.8%) strongly disagreed respectively. This means that majority of the respondents agreed that each individual is responsible for defining his/her job.

The table above shows that out of 117 respondents 39 (33.3%) strongly agreed, 45 (38.5%) agreed, 19 (16.2%) disagreed while 14 (12%) strongly disagreed respectively. This means that majority of the respondents agreed that they really feel that this organization's problems are mine. The table above shows that out of 117 respondents 53 (45.3%) strongly agreed, 37 (31.6%) agreed, 10 (8.5%) disagreed while 17 (14.5%) strongly disagreed respectively. This means that majority of the respondents agreed that they are proud to tell others that they are part of this organization. The table above shows that out of 117 respondents 36 (30.8%) strongly agreed, 51 (43.5%) agreed, 7 (6%) disagreed while 23 (19.7%) strongly disagreed respectively. This means that majority of the respondents agreed that they find their personal values similar to those of the organization.

The table above shows that out of 117 respondents 48 (41%) strongly agreed, 32 (27.4%) agreed, 20 (17.1%) disagreed while 15 (12.8%) strongly disagreed respectively. This means that majority of the respondents agreed that they make new discoveries. The table above shows that out of 117 respondents 79 (65%) strongly agreed, 21 (17%), 7 (5%) disagreed while 13 (10%) strongly disagreed respectively. This means that majority of the respondents agreed that they adopt different methods in doing their job. The table above shows that out of 117 respondents 53 (42.3%) strongly agreed, 42 (35.9%) agreed, 10 (8.5%) disagreed while 12 (10.3%) strongly disagreed respectively. This means that majority of the respondents agreed that they can make fast decisions under low time and under pressure.

The table above shows that out of 117 respondents 53 (46.7%) strongly agreed, 42 (35.9%) agreed, 10 (8.5%) disagreed while 12 (10.3%) strongly disagreed respectively. This means that majority of the respondents agreed that they have ability to analyze problems and situations in a critical and logical manner. The table above shows that out of 117 respondents 52 (44.4%) strongly agreed, 42 (35.9%) agreed, 14(12%) disagreed while 9 (7.7%) strongly disagreed respectively. This means that majority of the respondents agreed that they feel very positive and favourable about their job. The table above shows that out of 117 respondents 48 (41%)

strongly agreed, 32 (27.4%) agreed, 20 (17.1%) disagreed while 15 (12.8%) strongly disagreed respectively. This means that majority of the respondents agreed that As soon as they can find a better job, they will leave. The table above shows that out of 117 respondents 48 (41%) strongly agreed, 46 (39.3%), 12 (10.6%) disagreed while 11 (9.4%) strongly disagreed respectively. This means that majority of the respondents agreed that they are generally satisfied with the kind of work i do on this job. The table above shows that out of 117 respondents 39 (33.3%) strongly agreed, 32 (27.4%) agreed, 28 (23.9%) disagreed while 19 (15.4%) strongly disagreed respectively. This means that majority of the respondents agreed that communication efficiency increase the level of employee commitment.

Table 2: Analysis of Research Questions

	Frequency	Percent	Valid Percent	Cumulative Percent
Question 1: I can always manage to solve difficult problems if i try hard enough				
SA	52	44.4	44.4	44.4
A	45	38.5	38.5	59
D	13	11.1	11.1	73
SD	7	6	6	100
Question 2: My role is clear to me				
SA	58	49.6	49.6	49.6
A	42	35.9	35.9	84
D	9	7.7	7.7	63
SD	8	6.8	6.8	100
Question 3: I receive assignments that within my training and capability				
SA	38	32.5	32.5	32.5
A	56	47.9	47.9	26
D	15	12.8	12.8	98
SD	8	6.8	6.8	100
Question 4: I have to work under vague directive				
SA	37	31.6	31.6	31.6
A	59	50.4	50.4	39
D	5	4.3	4.3	92
SD	15	12.8	12.8	100
Question 5: Work with only one disciplines that operate differently				
SA	76	64.9	64.9	64.9
A	21	17.9	17.9	49
D	7	6	6	61
SD	13	11.1	11.1	100

Question 6: Face to face communication makes the running of organization

SA	53	45.3	45.3	45.3
A	42	35.9	35.9	44
D	10	8.5	8.5	68
SD	12	10.3	10.3	100

Question 7: Encouragement of feedback mechanism could solve ineffective communication in the organization

SA	52	44.4	44.4	44.4
A	42	35.9	35.9	23
D	14	12	12	49
SD	9	7.7	7.7	100

Question 8: Job insecurity could cause of the communication breakdown in your organization

SA	48	41	41	41
A	32	27.4	27.4	71
D	20	17.1	17.1	45
SD	15	12.8	12.8	100

Question 9: Oral communication is best of passing information regarding management decision

SA	48	41	41	41
A	46	39.3	39.3	48
D	12	10.6	10.6	56
SD	11	9.4	9.4	100

Question 10: Communication efficiency increase the level of employee commitment

SA	39	33.3	33.3	33.3
A	32	27.4	27.4	74
D	28	23.9	23.9	65
SD	18	15.4	15.4	100

Question 11: I allow my team member to set priority with my guidance

SA	57	48.7	48.7	48.7
A	43	36.8	36.8	64
D	9	7.7	7.7	48
SD	8	6.8	6.8	100

Question 12: I delegate task in order to implement a new procedure or process

SA	38	31.2	31.2	31.2
A	41	36.7	36.7	84
D	21	17.5	17.5	98
SD	17	14.2	14.2	100

Question 13: I closely monitor my team to ensure they are performing correctly

SA	44	37.6	37.6	36.7
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A	48	41	41	43
D	12	10.3	10.3	59
SD	14	12	12	100

Question 14: Each individual is responsible for defining his/her job

SA	49	41.9	41.9	41.9
A	38	32.5	32.5	93
D	22	18.8	18.8	38
SD	8	6.8	6.8	100

Question 15: I really feel that this organization's problems are mine

SA	39	33.3	33.3	33.3
A	45	38.5	38.5	69
D	19	16.2	16.2	82
SD	14	12	12	100

Question 16: Am proud to tell others that i am part of this organization

SA	53	45.3	45.3	45.3
A	37	31.6	31.6	26
D	10	8.5	8.5	98
SD	17	14.5	14.5	100

Question 17: I find my personal values similar to those of the organization

SA	36	30.8	30.8	30.8
A	51	43.5	43.5	39
D	7	6	6	92
SD	23	19.7	19.7	100

Question 18: I make new discoveries

SA	48	41	41	41
A	32	27.4	27.4	71
D	20	17.1	17.1	45
SD	15	12.8	12.8	100

Question 19: I adopt different methods in doing my job

SA	76	65	65	65
A	21	17.9	17.9	49
D	7	6	6	61
SD	13	11.1	11.1	100

Question 20: I am capable of making fast decisions under low time and under pressure

SA	53	42.3	42.3	42.3
A	42	35.9	35.9	44
D	10	8.5	8.5	68
SD	12	10.3	10.3	100

Question 21: I have ability to analyse problems and situations in a critical and logical manner

SA	53	45.3	45.3	45.3
A	42	35.9	35.9	44
D	10	8.5	8.5	68
SD	12	10.3	10.3	100

Question 22: I feel very positive and favourable about my job

SA	52	44.4	44.4	44.4
A	42	35.9	35.9	23
D	14	12	12	49
SD	9	7.7	7.7	100

Question 23: As soon as i can find a better job, I'll leave

SA	48	41	41	41
A	32	27.4	27.4	71
D	20	17.1	17.1	45
SD	15	12.8	12.8	100

Question 24: I am generally satisfied with the kind of work i do on this job

SA	48	41	41	41
A	46	39.3	39.3	48
D	12	10.6	10.6	56
SD	11	9.4	9.4	100

25: I have sense of worthwhile accomplishment in my work

SA	39	33.3	33.3	33.3
A	32	27.4	27.4	74
D	28	23.9	23.9	65
SD	18	15.4	15.4	100

Hypotheses Tests

The paper test three null hypotheses. Table 3 presents the result of the test used for the hypothesis evaluation. The first null test that job autonomy does not have impact on employee morale. By examining the correlation, we revealed that the Pearson correlation coefficient (0.603) is a moderate positive relationship between job autonomy and employee morale. The significance test value (0.000) is less than 0.01, hence the null is rejected, leading us to conclude that job autonomy has an impact on employee morale at 1% significance level. The second null test is that leadership style influences employee productivity. The Pearson correlation coefficient (0.470) shows that there is a weak positive relationship between leadership style and employee productivity. The significance test value (0.001) is less than 0.01, we reject H_0 .

Therefore, we conclude that leadership style influences employee productivity at 1% significance level. The third null test is that there is relationship between reward system and employee job satisfaction. The Pearson correlation coefficient (0.407) shows that there is a weak positive relationship between reward system and employee job satisfaction. The significance test value (0.003) is less than 0.01, we reject H_0 . Therefore, we conclude that there is relationship between reward system and employee job satisfaction at 1% significance level.

5. Conclusions

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 commitment in the manufacturing company. In addition, variables such as autonomy, leadership style, reward system and opportunities for growth instill 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.

Organizational climate is based on the premise that the overall health of an organization can be assessed by measuring individual employees' perceptions of their work environments. Together these individual observations serve as aggregate data describing how well the organization performs and how well it treats its employees. In other words, organizational climate represents how the employees feel about the atmosphere in the organization. For the development of an organization, it is necessary to make employees feel good, as employees are the key resources of an organization. According, the paper offers the following recommendations: First, the management of Nestle Nigeria Plc should be more responsive to physical condition of the work environment such as seasoned tools, machines and career development programs. This will enhance efficiency in production and increase quantity of products. Second, 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 instill passion in employees for greater performance. Third, 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. Lastly, there should be effective management of organizational size

to empower workers and improve the competitiveness of organizations.

Null 1: Job autonomy does not have impact on employee morale				
		Job Autonomy	Morale	
Job Autonomy	Pearson Correlation	1	.603**	
	Sig. (2-Tailed)			0
Morale	Pearson Correlation	.603**		1
	Sig. (2-Tailed)	0		
Null 2: Leadership style influences employee productivity				
		Leadership Style	Productivity	
Leadership Style	Pearson Correlation	1	.470**	
	Sig. (2-tailed)			0.001
Productivity	Pearson Correlation	.470**		1
	Sig. (2-tailed)	0.001		
Null 3: There is relationship between reward system and employee job satisfaction				
		Reward System	Job Satisfaction	
Students' Need for Achievement	Pearson Correlation	1	.407**	
	Sig. (2-tailed)			0.003
	N	117		117
Entrepreneurial Intentions	Pearson Correlation	.407**		1
	Sig. (2-tailed)	0.003		

Table 4: Hypothesis testing

Note: The first hypothesis (H₁) assumes that job autonomy does not have impact on employee morale. The second hypothesis (H₂) assumes that leadership style does not influence the employee productivity, and the third hypothesis (H₃) assumes that there is no relationship between reward system and employee job satisfaction. ** Correlation is significant at the 0.01 level (2-tailed).

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