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ORGANISATIONAL CLIMATE AND EMPLOYEE COMMITMENT IN THE NIGERIAN TOURISM SECTOR

Okwuise, U.Young, Ph.D.¹ & Ugherughe, Joseph Ediri, Ph.D.²

¹Department of Business Administration,
Faculty of Management Sciences,
Delta State University,
Abraka, Nigeria

²Department of Banking and Finance,
Faculty of Management Sciences,
Dennis Osadebay University,
Asaba, Nigeria

Corresponding Author: Okwuise, U.Young

Corresponding Author Email:okwuise.young@gmail.com

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ABSTRACT

The study explored the effect of organizational climate on employee commitment in the tourism sector in Warri, Delta State, Nigeria. Correlation and Multiple regressions were used to analyze data collected via 159 copies of valid structured questionnaire. The study revealed that job security, job design, internal communication and workplace relationship are good fit of the study and as well concluded that all variables hypnotized have positive statistical significant effect on EMPC in Delta State, Nigeria. The study recommended that firms develop a favourable organisation climate to boost employee engagement and improve job effort.

Keywords: Employee Commitment, Internal Communication, Job Design, Organisational Climate.

INTRODUCTION

The success of any business in the services sector depends on the level of customer service it offers, which is mostly defined by the staff members who deal with customers directly. In the service industry, having angry staff may be a sign of carelessness because they are more inclined to share their discontent with customers (Chengedzai, 2016 & Okwuise, 2019). Evidently, this has a negative effect on customer satisfaction and loyalty, which has an impact on the profitability and general success of firms in this field. Thus, it is tantamount to focus attention on and produce up-to-date information about how to promote staff well-being in commercial businesses working in the service sector (Chengedzai, 2016 & Okwuise, 2019).

Whereas employees' judgments of their organizational work climate (ORGC) are more egoistic and unethical, corruption is more likely to occur in public or private organisations (Gorsira, Steg, Denkers & Huisman, 2014). To increase employee motivation and the likelihood that workers will put up sufficient effort in carrying out their duties, organisations require a favourable work environment. A happy work environment increases employee productivity and minimizes turnover. As a result, it is critical to business success. According to Jung and Ali (2017), the most vital aspects of a wonderful and comfortable workplace are the ORGC. Hence, if a leader can establish a terrific environment, it will enhance staff productivity.

Additionally, tourism businesses deal with a variety of patrons with differing psychological, cultural, and social traits. Hotels should diversity their rating levels to enforce correct ORGC, which fosters competition and improves employee performance. This will also help to stabilise the workplace by ensuring job stability and a low turnover rate (Akif, 2013; Okwuise, 2019). Numerous studies have been done on ORGC and how it affects employee commitment (EMPC). Additionally, organisational commitment is one of these effects, and the literature pays a moderate amount of attention to revealing this impact. Hence, the impact of ORGC and EMPC is a subject of study that is frequently debated.

Statement of the Problem

The culture, economic, and social growth of ORGC are all different. In this regard, several of these companies have onerous reporting structures that are challenging for staff to understand, like contradictory authority and obligations that place more responsibility on some subordinates than a superior. Some managers have failed to grasp that people are the most important part of organisations and that they are interchangeable with them. Some organizations in different industries most times overlook the effect job security, job design, internal communication and workplace relationship may have on employee commitment.

Workers who are at risk of losing their jobs had higher levels of perceived stress, anxiety, despair, negative feelings, and unpleasant sensations. Job insecurity can hinder employees from producing new ideas and solution to organizational challenges. Meanwhile, only sizeable modern age organization has placed value on effective work place way of communicating.

While studies have shown that communication may make or destroy a business, some management personnel believe that communicating is the easiest task for everyone to accomplish. The human resources department often handles that component of internal communication in most firms because managers' attention is typically focused solely on operational tasks.

Some workers might quarrel with management or one another using the advantages of internal communication. Tension and operational disruption can be caused by conflict. Job enrichment offers top personnel an excessive amount of control, which might result in subpar work or problems with junior staff. Some tasks cannot be performed properly when a job is designed for an individual due to inadequate skill levels, which could lower productivity for the company. Most managers are yet to understand that if they want the organizations employees to united, they have to encourage positive, supportive, and respectful workplace relationships.

LITERATURE REVIEW

Concept of Organizational Work Climate (OWC)

OWC is defined as the workplace environment or total social system of the organization's employees, which includes their culture, values, traditions, behaviour patterns, social beliefs, and various work practises that influence interactions between people and the economy within the firm (Akif, 2013; Richa, Santosh & Mukesh, 2014; Ivancevich, Konopaske, & Matteson, 2007).

The ORGC describes how the members feel about their workplace (Zhang & Liu, 2010). Each organization's ORGC may be unique. It may differentiate an organisation from other businesses and have an impact on how people behave at work (Chen, 2014). It has to do with how well employees think they and their coworkers are doing their jobs and completing tasks.

Table 1

Organizational Work Climate Variables

Job Security	Job security is the likelihood that an employee will keep their position; a high level of job security means that the employee has a low risk of losing their position.
Job Design	In order to improve the degree of motivation, job satisfaction, and productivity of the person performing this task, job design is the adjustment that is being made to the tasks and procedures that make up the job (Zareen, Razzaqand & Mujtaba, 2013).
Working Condition	Working conditions are extrinsic elements that incorporate tangible resources and work regulations and feed an employee's psychological needs (Al-Hussami, Saleh, Abdalkader & Mahadeen, 2011; Muindi, 2011; Ogonda, Orwa, Peter & Jedida, 2015).
Internal Communication	Internal communications is all about promoting effective communications among people within an organization.
Workplace relationships	Workplace relationships are unique interpersonal relationships with important implications for the staffs in those associations, and the establishments in which the association exist.

Source: Researcher, 2022

Organizational Commitment

It is the contribution a worker makes to their organization as an after math of their experiences. It can reveal the degree of engagement and pleasure among workers. Given that employee commitment is essential to the success of a firm, it is imperative to evaluate it. The existing literature has numerous categories for employee attitudes and attachments toward their employers, such as loyalty and dedication.

In terms of ethics, an organization's rules, practises, and processes are what its employees perceive as having an ethical work climate (Acar, Yener, & Tayan, 2018). Gaining a competitive edge depends on employee conduct, organisational identification, and staff job attitudes in promoting an ethical workplace. Organizational identification classifies people into groups and describes their social environments as a result of these classifications.

THEORETICAL REVIEW

Adaptation-Level Theory

According to the Adaptation Level Theory (ALT) propounded by Bowling, Beehr, Wagner and Libkuman, (2005); Helson, (1964); Sheldon, and Lyubomirsky, (2012), states that “people become accustomed to new circumstances and their psychological systems respond to changes from their existing level of adaptation”. Automatic habituation mechanisms are adaptive because they allow consistent stimuli to recede into the background so that an individual has enough psychological resources to pay attention to novel stimuli, which almost certainly require immediate attention (Fredrick & Loewenstein, 1999).

In contrast to the general favorability of the circumstances, this assumption contends that emotional responses, such as happiness, during specific work activities depend on the motivating work features that are perceived during specific work activities and are also present in the general work environment (Sheldon & Lyubomirsky, 2012).

Empirical Review

Massoud, Purevdulam, Weiming, and Wing-Keung in (2019) explored ORGC and work style. A synthesis of existing constructs from recent, pertinent literature is used to create the questionnaire administered to 143 officers of primary and medium units of the Mongolian territory and administration made up the research sample and analyzed with multiple regression. The research's findings indicated considerable effect leadership style on job satisfaction is totally mediated by the ORGC and work style. Additionally, the study suggested that a favorable organizational atmosphere will raise the level of job satisfaction.

Acar, Yener, and Tayan (2018) looked at how organisational identity is impacted by the ethical work atmosphere. A representative sample of managers and employees from a top logistic firm in Turkey with branches in places like Zmir, Mersin, and Stanbul comprised the 122 people who participated in the survey. Regression analysis was used to analyse the survey data. Two ethical work atmosphere aspects appeared to have a beneficial effect on organisational identity, according to the results.

Aysen (2018) examined the effect of ORGC on EMPC and perceived organizational performance. By using a self-administered questionnaire, the study used a quantitative methodology to gather data from the healthcare professionals currently working in North Cyprus's public hospitals and analyzed with ANOVA and linear regression. The findings showed a strong correlation between EMPC and perceived organizational performance and ORGC. According to the results ORGC plays a substantial role in predicting EMPC and perceived organizational performance. More also, there is a direct and positive correlation between ORGC, EMPC, and perceived organizational performance. The research indicated that ORGC has a considerable impact on EMPC and perceptions of organizational performance in healthcare contexts, which would have a significant impact on service delivery in healthcare companies.

ORGC on employee wellbeing was studied by Chenedzai (2016). An adjusted six-section questionnaire was given to 164 employees from seven service industry businesses in Southern Gauteng, South Africa, and analyzed with regression analysis. Inferring that they predict worker well-being in the service sector, all four ORGC measures were statistically significant. In Finland's public daycare facilities, Viittala, Tanskanen and Santti (2015) investigated the relationship between ORGC and workplace wellbeing. It has been discovered that ORGC and

employee well-being at work are related. The most favourable ORGC (calm, friendly, receptive of new ideas, encouraging, etc.) seems to closely correlate with experiences of less stressful jobs and attitudes. Therefore, those who feel better about their jobs may likewise have a good impact on the ORGC. If the ORGC in the unit is unhealthy, this has contributed to the employees' poor health. In turn, if the ORGC in the department is healthy, it can foster employee wellbeing and shield them from any potential connected issues.

Ikpe, Umoh, Harcourt and Wokocha (2013) looked at the connection between ORGC and corporate performance in the Nigerian oil sector. 382 personnel from seven major Nigerian oil companies that were chosen at random made up the study's sample. The spearman rank correlation coefficient and Multiple Regression Model. There is a strong and favorable correlation between business performance and ORGC. Particularly, it was discovered that organizational support, cohesion, and achievement-related acknowledgment had a good and considerable impact on corporate performance.

METHODOLOGY

The study focused some selected hotels (BON, Bedouin, Mootclaive, Signatroies, Manuex Place, Peemos and Park Royale Hotels) in the Tourism Sector, Warri, Delta State, Nigeria. The primary data was gotten from 159 via Taro Yamane formula. Validated structured questionnaires of 20 items were used to gauge replies. All of the items were rated on a five point Likert scale, from 1 to 5 (Strongly Disagree to Strongly Agree), and the questionnaire's reliability was estimated using Cronbach's alpha. Since all values were above the coefficient value of 0.6 and exceeded the typical Cronbach Alpha value advised by Malhotra (2004), favourable reliability scores were obtained for each item. A total of 167 copies of the questionnaire were distributed; 162 were returned, 3 were incomplete, and 159 were usable. Hence, the analysis in this research was predicated on a sample size with an acceptable response rate of 95%. Additionally, correlation and multiple regression analysis were the two main analytical methods used.

Research Hypotheses

H₀₁: Job security (JS) has no considerable effect on employee commitment (EMPC)

H₀₂: Job (JD) design has no considerable effect on (EMPC)

H₀₃: Internal communication (IC) has no considerable effect on (EMPC)

H₀₄: Workplace relationship (WR) has no considerable effect on (EMPC)

Table 2

Inter-Correlations and Descriptive Statistics for Study Variables

Variable	M	SD	1	2	3	4	5
1.JS	18.119	1.4512	1				
2.JD	18.289	1.6162	.606**	1			
3.IC	18.358	1.4980	.565**	.495**	1		
4.WR	18.233	1.6038	.565**	.421**	.671**	1	
5.EC	18.289	1.5317	.676**	.597**	.647**	.596**	1

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

Table 2 showed the inter-correlations and descriptive statistics for study variables. JS showed a positive correlation coefficient with EMPC (0.676** $p < 0.01$) which means that JS is a very good measure of ORGC. The correlation coefficient between JS and JD showed strong positive relationship ($r = 0.606^{**}$, $p < 0.01$). Positive correlation between JS and IC ($r = 0.565^{**}$, $p < 0.01$). Similarly, it was exhibited a positive correlation between JS and WR ($r = 0.565^{**}$, $p < 0.01$).

JD showed a positive correlation coefficient with EMPC (0.597** p < 0.01) which implies that JD is a very good measure of ORGC. It was reported that there was a moderate positive correlation between JD and IC (r = 0.495** , p < 0.01). It was indicated a moderate positive correlation between JD and WR (r = 0.421** , p < 0.01).

IC displayed a strong positive correlation coefficient with EMPC(0.647** p < 0.01) which means that is a very good measure of ORGC. Similarly, positive correlation between IC and WR (r = 0.671** , p < 0.01). WR showed a positive correlation coefficient with EMPC (0.596** p < 0.01) which indicates that WR is a very good measure of ORGC.

Table 3
Regression of ORGC and EMPC

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.025	1.140			.899	.370
Job security	.329	.076			.312	4.320 .000
Job design	.203	.062			.214	3.255 .001
Internal communication	.266	.075			.260	3.532 .001
Workplace relationship	.148	.069			.155	2.149 .033

a. Dependent Variable: Employee commitment

Table 3 displayed the regression result for ORGC significantly and EMPC. It was indicated that JS has the highest positive effect on EMPC (β = 0.312, P<0.05). JD which is the second variable has positive effect on EMPC (β = 0.214, P<0.05). Also it was reported that IC which is the third variable has positive effect on EMPC (β = 0.260, P<0.05). It was also indicated that WR which is the last variable has positive effect on EMPC (β = 0.155, P<0.05).

$$EC = 1.025 + (0.329 \times JS) + (0.203 \times JD) + (0.266 \times IC) + (0.148 \times WPR)$$

Table 4
Fitness of the Model

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222.301	4	55.575	57.676	.000 ^b
	Residual	148.391	154	.964		
	Total	370.692	158			

a. Dependent Variable: Employee commitment
b. Predictors: (Constant), Workplace relationship , Job design , Job security , Internal communication

The F-ratio in Table 4 evaluates how well the total regression model fits the data. The table shown that, F(4, 154) = 57.676, p 0.05, the measures of ORGC significantly predict EMPC. This implies that the data and the regression model suit each other well.

Table 5
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.600	.589	.9816

a. Predictors: (Constant), Workplace relationship , Job design, Job security , Internal communication

Table 5 indicated the extent to which the measures of ORGC accounted for change in EMPC as shown by the R Square value, which indicated that 59% (0.589) of the change in EMPC is

brought about by ORGC. The R Square calculates how much of the variance in the dependent variable can be attributed to changes in the predictor variable.

Discussion of Findings

Based on the foregoing, findings therefore revealed that all the variables observed such as JS, JD, IC and WR are good fit of the study and, all have positive statistical significant effect on EMPC. This implies that study revealed that ORGC has impact on EMPC. This is in line to Aysen, 2018, Chengedzai, 2016, and Acar, Yener and Tayan (2018) as intimated that ORGC has positive effect on EMPC.

CONCLUSION AND RECOMMENDATIONS

The study concluded that ORGC has effect on EMPC. Therefore, it is pertinent for organizations in the above mentioned states enhance the process of creating good working atmosphere for employees to achieving excellent service offering profitably. In line with the results and conclusion, it is recommended that;

- i. Employers should look after their staff members so that they will look after their jobs.
- ii. It is crucial for there to be good job design across the board since it can result in successful outcomes.
- iii. In order to build efficient internal communication, distinctions must be made depending on who communicates with whom, how, what, and why.
- iv. Organisations should develop a positive ORGC in an effort to boost employee motivation and increase the likelihood that workers will put out sufficient effort in carrying out their duties.

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