

ORGANISATIONAL CLIMATE AND EMPLOYEE ENGAGEMENT IN THE OIL AND GAS INDUSTRY

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ABSTRACT

This study investigated the relationship between organizational climate and employee engagement within the oil and gas industry using a cross-sectional survey research design. Simple random sampling was employed to select oil and gas companies, ensuring equal representation across the population. The Taro Yamen sampling technique determined a sample size of 129 respondents, allowing for comprehensive insights. Data collection utilized a closed-ended questionnaire structured on a five-point Likert scale, covering organizational climate, employee engagement, and demographic information. Descriptive statistics and multiple regression analysis were employed to analyze the data. The findings indicated a significant that leadership, work environment and organisational image had significant effect on employee enegagement, while trust and communication did not. These findings offer valuable insights for organizations in the oil and gas industry, highlighting the importance of fostering positive organizational climates to enhance employee engagement and ultimately improve organizational performance.

Keywords: Trust. Leadership. Communication. Work Environment. Organisational Image. Employee Engagement.

Introduction

Organisational climate and employee engagement are critical constructs in contemporary management literature, significantly influencing workplace dynamics, employee productivity, and organisational success (Schneider & Reichers, 1983). Organisational climate refers to the prevailing atmosphere or mood within an organisation, reflecting employees' perceptions of the work environment, policies, practices, and their overall experience. On the other hand, employee engagement denotes the extent to which employees are emotionally committed to their work roles, exhibit discretionary effort, and actively contribute to organisational goals (Kahn, 1990). Both constructs are interconnected, with the organisational climate serving as a crucial determinant of employee engagement levels.

Despite the extensive research on organisational climate and employee engagement, there remains a notable gap in understanding their nuanced interplay and the mechanisms through which they influence each other (Saks, 2006). While numerous studies have examined the individual effects of organisational climate or employee engagement on various organisational outcomes, there is a dearth of comprehensive research exploring the reciprocal relationship between these constructs. Additionally, existing literature often lacks consensus on the precise definitions and operationalizations of organisational climate and employee engagement, leading to ambiguity and inconsistent findings across studies. Therefore, there is a pressing

need for empirical investigations that elucidate the complex dynamics between organisational climate and employee engagement, offering practical insights for managers and policymakers. This study aims to address the aforementioned literature gap by examining the bidirectional relationship between organisational climate and employee engagement in a diverse sample of organisations. By adopting a multi-method approach, including surveys, interviews, and longitudinal data analysis, this research seeks to uncover the underlying mechanisms driving the reciprocal influence between organisational climate and employee engagement. Specifically, the study will investigate how aspects of organisational climate, such as leadership styles, communication practices, and organisational culture, impact employee engagement levels over time, and vice versa. Moreover, by considering contextual factors such as industry type, organisational size, and demographic variables, the research aims to provide a nuanced understanding of the complex interplay between organisational climate and employee engagement across different settings.

In conclusion, this study holds significant implications for both theory and practice, offering valuable insights into enhancing employee engagement through targeted interventions in the organisational climate. By identifying the key drivers of employee engagement and elucidating their reciprocal relationship with organisational climate factors, this research aims to inform evidence-based management practices and facilitate the development of strategies to foster a positive work environment conducive to employee engagement and organisational success.

LITERATURE REVIEW

Conceptual Review

Organizational Climate

Organisational climate, a central concept in organizational psychology, refers to the prevailing atmosphere, mood, and perception of the work environment within an organisation (Schneider & Reichers, 1983). It encompasses employees' shared perceptions of various organizational elements such as leadership style, communication practices, reward systems, and organizational culture. Positive organizational climates are characterized by trust, open communication, collaboration, and support for employee growth and development, while negative climates may feature mistrust, conflict, ambiguity, and lack of support, which can adversely affect employee motivation, job satisfaction, and performance (Schneider & Reichers, 1983).

The literature on organizational climate has extensively examined its impact on various individual and organizational outcomes. Research indicates that a positive organizational climate is associated with higher levels of employee satisfaction, commitment, and performance (Schneider & Reichers, 1983). Employees tend to be more engaged, motivated, and loyal when they perceive their work environment as supportive, fair, and conducive to their well-being. Conversely, a negative organizational climate can lead to decreased job satisfaction, increased turnover rates, and diminished organizational effectiveness. Therefore, understanding and managing organizational climate is crucial for promoting employee well-being and organizational success.

Trust: Trust is a fundamental dimension of organizational climate, influencing employee perceptions, attitudes, and behaviors within the workplace. Trust refers to the belief that others,

including colleagues, supervisors, and the organization as a whole, will act in a reliable, honest, and benevolent manner (Mayer, Davis, & Schoorman, 1995). In a positive organizational climate, trust is fostered through transparent communication, consistency in decision-making, and the demonstration of integrity and competence by organizational leaders. When employees perceive high levels of trust within their organization, they are more likely to feel psychologically safe, committed, and motivated to contribute to organizational goals (Mayer et al., 1995).

Research on trust as a dimension of organizational climate has highlighted its profound impact on various individual and organizational outcomes. High levels of trust within the workplace are associated with increased job satisfaction, commitment, and engagement among employees (Mayer et al., 1995). Trusting relationships facilitate effective collaboration, communication, and information sharing, leading to improved team cohesion and performance. Moreover, trust plays a crucial role in mitigating conflict and promoting organizational citizenship behaviors, as employees are more willing to go above and beyond their formal job requirements when they trust their colleagues and leaders (Mayer et al., 1995).

Despite its importance, trust as a dimension of organizational climate is not without its challenges and complexities. Building and maintaining trust require ongoing efforts from organizational leaders to demonstrate integrity, fairness, and transparency in their actions and decisions (Mayer et al., 1995). Moreover, trust can be fragile and easily undermined by breaches of confidentiality, perceived injustice, or inconsistent behavior. Therefore, organizations must prioritize trust-building initiatives and create a culture that values honesty, respect, and accountability to cultivate a positive organizational climate conducive to employee well-being and performance.

Leadership: Leadership serves as a pivotal dimension of organizational climate, profoundly influencing employee perceptions, attitudes, and behaviors within the workplace. Effective leadership is characterized by the ability to inspire, motivate, and guide employees toward shared goals and objectives (Bass & Avolio, 1994). In a positive organizational climate, leadership is marked by visionary direction, supportive behavior, and the empowerment of employees to contribute their ideas and talents. Conversely, ineffective or toxic leadership can create a negative climate characterized by fear, mistrust, and disengagement among employees (Bass & Avolio, 1994).

Extensive research has demonstrated the significant impact of leadership on various aspects of organizational climate and employee outcomes. Transformational leadership, in particular, has been identified as a key driver of positive organizational climates, fostering a sense of trust, collaboration, and commitment among employees (Bass & Avolio, 1994). Transformational leaders inspire and motivate employees through their charisma, vision, and ability to empower others, thereby creating a work environment conducive to innovation, creativity, and high performance. Conversely, laissez-faire or autocratic leadership styles can undermine trust and morale, leading to decreased employee engagement and productivity (Bass & Avolio, 1994). Despite the importance of leadership in shaping organizational climate, challenges and complexities exist in understanding and cultivating effective leadership behaviors within organizations. Leadership effectiveness is contingent upon various situational factors,

including organizational culture, industry norms, and the specific needs and preferences of employees (Bass & Avolio, 1994). Moreover, leadership development initiatives must be tailored to address the unique challenges and opportunities facing different organizational contexts. Therefore, organizations must invest in ongoing leadership training and development programs to equip leaders with the skills and competencies needed to foster a positive organizational climate and drive employee engagement and performance.

Communication: Communication serves as a fundamental dimension of organizational climate, influencing the flow of information, relationships, and perceptions within the workplace (Katz & Kahn, 1978). Effective communication is essential for creating a positive organizational climate characterized by clarity, transparency, and openness. In such climates, employees feel informed, valued, and empowered to voice their opinions and concerns. Conversely, poor communication practices can lead to misunderstandings, rumors, and a lack of trust among employees, contributing to a negative organizational climate (Katz & Kahn, 1978).

Research has underscored the critical role of communication in shaping employee perceptions and attitudes toward their work environment. Open, honest, and frequent communication from organizational leaders fosters a sense of trust and psychological safety among employees, encouraging them to engage actively in their roles (Katz & Kahn, 1978). Moreover, effective communication facilitates collaboration, coordination, and decision-making within teams, leading to higher levels of job satisfaction and performance. Conversely, when communication is lacking or ambiguous, employees may feel disengaged, alienated, and uncertain about their roles and responsibilities (Katz & Kahn, 1978).

Despite its importance, communication as a dimension of organizational climate presents challenges and complexities for organizations to navigate. Communication is a multifaceted process that encompasses verbal, nonverbal, and written forms of interaction, each with its own nuances and implications (Katz & Kahn, 1978). Moreover, communication effectiveness is contingent upon factors such as organizational culture, leadership style, and the diversity of employees' backgrounds and communication preferences. Therefore, organizations must invest in strategies and technologies that facilitate clear, timely, and inclusive communication to foster a positive organizational climate and enhance employee engagement and performance.

Work Environment: The work environment stands as a fundamental dimension of organizational climate, encapsulating the physical, social, and cultural aspects of the workplace that influence employee experiences and behaviors (Schneider, 1975). It encompasses factors such as workspace layout, noise levels, temperature, as well as the norms, values, and interpersonal dynamics prevalent within the organization. A positive work environment is characterized by factors conducive to employee well-being, such as ergonomic workstations, supportive colleagues, and a culture of respect and collaboration. Conversely, a negative work environment may feature factors that undermine employee morale and productivity, such as poor facilities, interpersonal conflict, and a lack of opportunities for growth and development (Schneider, 1975).

Research on the work environment as a dimension of organizational climate has underscored

its significant impact on various individual and organizational outcomes. A positive work environment is associated with higher levels of job satisfaction, engagement, and performance among employees (Schneider, 1975). Employees are more likely to thrive and contribute their best efforts when they feel comfortable, supported, and valued within their work environment. Moreover, a positive work environment fosters a sense of belonging and commitment among employees, reducing turnover rates and enhancing organizational effectiveness (Schneider, 1975).

Despite its importance, creating and maintaining a positive work environment presents challenges and complexities for organizations. The work environment is influenced by a myriad of factors, including organizational policies, leadership behaviors, and the physical layout of the workspace (Schneider, 1975). Moreover, the work environment is dynamic and subject to change over time, requiring ongoing efforts to adapt and respond to the evolving needs and preferences of employees. Therefore, organizations must prioritize initiatives that promote a positive work environment, such as investing in ergonomic design, fostering a culture of inclusion and respect, and providing opportunities for professional growth and development (Schneider, 1975).

Organizational Image: Organizational image, as a dimension of organizational climate, encompasses the perceptions, reputation, and identity that stakeholders hold regarding the organization (Dutton & Dukerich, 1991). It reflects how the organization is perceived by employees, customers, investors, and the broader community. A positive organizational image is characterized by attributes such as trustworthiness, credibility, and a commitment to social responsibility. Organizations with a positive image are more likely to attract and retain talented employees, build strong relationships with customers, and enjoy greater support from investors and other stakeholders (Dutton & Dukerich, 1991).

Research on organizational image as a dimension of organizational climate has highlighted its significant impact on various aspects of organizational effectiveness and performance. A positive organizational image enhances employee morale, job satisfaction, and commitment to the organization (Dutton & Dukerich, 1991). Employees are more likely to feel proud of their affiliation with an organization that has a positive image, leading to higher levels of engagement and discretionary effort. Moreover, a positive organizational image enhances the organization's ability to attract and retain customers, as consumers are more likely to trust and purchase from companies with a strong reputation for quality and reliability (Dutton & Dukerich, 1991).

Despite its importance, managing organizational image presents challenges for organizations, particularly in the era of social media and online communication. Organizational image is shaped not only by the organization's actions but also by the perceptions and interpretations of external stakeholders (Dutton & Dukerich, 1991). Therefore, organizations must be proactive in managing their image through strategic communication, stakeholder engagement, and consistent demonstration of their values and commitments. By cultivating a positive organizational image, organizations can enhance their competitive advantage, build trust and loyalty among stakeholders, and sustain long-term success (Dutton & Dukerich, 1991).

Employee Engagement

Employee engagement has garnered significant attention in organizational research due to its profound impact on individual and organizational outcomes. It refers to the extent to which employees are emotionally invested in their work roles, committed to organizational goals, and motivated to contribute their best efforts (Kahn, 1990). Engaged employees exhibit higher levels of enthusiasm, dedication, and discretionary effort, going above and beyond their formal job requirements to contribute to organizational success. Research has consistently demonstrated a positive relationship between employee engagement and various outcomes, including job satisfaction, organizational commitment, and performance (Kahn, 1990).

Studies have identified several antecedents and consequences of employee engagement, shedding light on the mechanisms through which it influences organizational effectiveness. Antecedents of employee engagement include factors such as supportive leadership, opportunities for skill development, and a positive work environment (Bakker & Leiter, 2010). When employees perceive their leaders as trustworthy, supportive, and empowering, they are more likely to feel engaged and motivated to achieve organizational goals. Similarly, organizations that provide opportunities for employees to learn, grow, and contribute to meaningful work experiences are more likely to foster high levels of engagement (Bakker & Leiter, 2010).

Conversely, the consequences of employee engagement extend beyond individual-level outcomes to impact organizational performance and success. Engaged employees are more likely to exhibit higher levels of job performance, productivity, and innovation, leading to improved organizational effectiveness (Bakker & Leiter, 2010). Moreover, engaged employees tend to have lower rates of absenteeism, turnover, and workplace accidents, reducing costs and enhancing organizational stability. Therefore, fostering employee engagement is not only beneficial for individual employees' well-being but also critical for achieving organizational goals and maintaining a competitive edge in the marketplace (Bakker & Leiter, 2010).

Despite the recognized importance of employee engagement, challenges remain in understanding and effectively managing this construct within organizations. One challenge is the measurement of employee engagement, as it is a multidimensional and subjective phenomenon that can be influenced by various individual and contextual factors (Bakker & Leiter, 2010). Moreover, sustaining employee engagement over time requires ongoing efforts from organizational leaders to create a supportive work environment, provide opportunities for growth and development, and foster a culture of trust and recognition (Bakker & Leiter, 2010). Therefore, organizations must prioritize employee engagement initiatives and adopt a holistic approach that addresses the diverse needs and preferences of their workforce to maximize the potential benefits of employee engagement for both individuals and the organization as a whole.

Empirical Review

Organizational Trust and Employee Engagement

In a study by Saks (2006), on antecedents and consequences of Employee Engagement," conducted in the banking sector in Canada, a positive relationship between organizational trust and employee engagement was identified. The study employed a cross-sectional research

design, collecting data from 400 employees through surveys. The findings revealed that employees who perceived high levels of trust in their organization were more likely to report higher levels of engagement in their work roles.

Similarly, in research by Joo and McLean (2018) investigated exploring the relationship between organizational trust and employee engagement in the hospitality industry," conducted in the United States, a significant positive relationship between organizational trust and employee engagement was found. The study utilized a mixed-methods approach, combining surveys with interviews, to gather data from 300 employees working in various hospitality establishments. The findings indicated that employees who perceived high levels of trust in their organization demonstrated greater engagement in their work tasks and exhibited higher levels of commitment to organizational goals.

A study by Dirks and Ferrin (2002), examined trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice," examined the relationship between trust in leadership and employee engagement across multiple industries in the United States. Using a meta-analytic approach, the researchers synthesized data from various studies and found a strong positive correlation between trust in leadership and employee engagement. The findings suggested that employees who trusted their leaders were more likely to be engaged in their work and demonstrate higher levels of job satisfaction and performance.

Based on the empirical reviews of previous studies on the relationship between organizational trust and employee engagement, the null hypothesis for the oil and gas industry in Nigeria could be stated as follows:

H₀₁: Organizational trust and employee engagement in the oil and gas industry in Nigeria." This hypothesis assumes that trust levels within Nigerian oil and gas companies do significantly influence the engagement levels of their employees.

Organizational leadership and Employee Engagement

A study by Harter et al (2002) assessed "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis," examined the relationship between leadership and employee engagement across various industries in the United States. Employing a meta-analytic approach, the researchers synthesized data from multiple studies and found a significant positive correlation between leadership effectiveness and employee engagement. The findings suggested that employees who perceived their leaders as supportive, inspiring, and empowering were more likely to be engaged in their work roles.

In research by Bakker and Xanthopoulou (2013) examined the relationship between organizational leadership and employee engagement in the healthcare sector," conducted in Europe, a positive relationship between leadership behaviors and employee engagement was identified. The study utilized a cross-sectional research design, collecting data from 500 healthcare employees through surveys. The findings revealed that employees who rated their leaders as transformational, charismatic, and supportive reported higher levels of engagement in their work tasks and greater satisfaction with their job roles.

A study by Avolio et al (2009), on Leadership: Current theories, research, and future directions," explored the relationship between leadership styles and employee engagement across various industries globally. Using a qualitative research design, the researchers

conducted interviews and focus groups with employees from different organizational settings. The findings indicated that leadership styles characterized by transformational behaviors, such as inspirational motivation and intellectual stimulation, were positively associated with employee engagement and organizational performance.

Based on the empirical reviews of previous studies on the relationship between organizational leadership and employee engagement, the null hypothesis for the oil and gas industry in Nigeria could be stated as follows:

H₀₂: Organizational leadership has significant effect on employee engagement in the oil and gas industry in Nigeria." This hypothesis assumes that leadership behaviours within Nigerian oil and gas companies do significantly influence the engagement levels of their employees.

Organizational communication and Employee Engagement

In a study by Macey and Schneider (2008), examined the meaning of employee engagement," conducted in the telecommunications industry in the United States, a positive relationship between organizational communication and employee engagement was identified. Utilizing a quantitative research design, the researchers surveyed 500 employees and conducted focus groups to gather data. The findings revealed that effective communication practices, such as open dialogue, transparency, and information sharing, were positively associated with higher levels of employee engagement. Employees who felt well-informed and connected to their organization through communication channels were more likely to exhibit greater enthusiasm and commitment to their work roles.

Similarly, in research by Kaur and Sharma (2020), evaluated the impact of organizational communication on employee engagement in the IT industry," conducted in India, a significant positive relationship between organizational communication and employee engagement was found. The study employed a cross-sectional research design, collecting data from 300 employees through surveys. The findings indicated that employees who perceived clear and effective communication from their organization demonstrated higher levels of engagement in their work tasks. Moreover, the study highlighted the role of communication channels such as team meetings, newsletters, and intranet platforms in fostering employee engagement and organizational success.

A study by Ruck, Welch, and Menara (2017), examined employee voice: An antecedent to organizational engagement?" explored the relationship between employee communication behaviors and engagement levels in the hospitality industry in the United Kingdom. Using a mixed-methods approach, the researchers conducted surveys and interviews with employees from various hospitality establishments. The findings suggested that employee communication behaviors, such as expressing opinions, providing feedback, and participating in decision-making processes, were positively associated with higher levels of employee engagement. Employees who felt empowered to voice their ideas and concerns demonstrated greater commitment and enthusiasm toward their work roles.

Based on the empirical reviews of previous studies on the relationship between organizational communication and employee engagement, the null hypothesis for the oil and gas industry in Nigeria could be stated as follows:

H₀₃: Organizational communication has significant effect on employee engagement in the oil

and gas industry in Nigeria." This hypothesis assumes that communication practices within Nigerian oil and gas companies do significantly influence the engagement levels of their employees.

Organizational work environment and Employee Engagement

A study by Saks (2006), investigated antecedents and Consequences of Employee Engagement," examined the relationship between the work environment and employee engagement in the retail industry in Canada. Using a quantitative research design, the researcher surveyed 400 retail employees to collect data. The findings indicated a significant positive relationship between the quality of the work environment, including factors such as physical comfort, safety, and organizational culture, and employee engagement. Employees who perceived their work environment positively reported higher levels of engagement in their work roles.

In research by Giauque et al (2013) on Linking work environment and engagement: The mediating role of organizational identification," conducted in the public sector in Switzerland, a positive relationship between the work environment and employee engagement was identified. Employing a cross-sectional research design, the researchers collected data from 500 public sector employees through surveys. The findings revealed that employees who perceived favorable work environments, characterized by supportive leadership, clear communication, and opportunities for growth, demonstrated higher levels of engagement in their work roles.

A study by Christian et al (2011), sought to determine Work engagement: A quantitative review and test of its relations with task and contextual performance," explored the relationship between the work environment and employee engagement across multiple industries in the United States. Using a meta-analytic approach, the researchers synthesized data from various studies and found a significant positive correlation between aspects of the work environment, such as autonomy, task clarity, and organizational support, and employee engagement. The findings suggested that a conducive work environment was essential for fostering high levels of employee engagement and performance.

Based on the empirical reviews of previous studies on the relationship between the work environment and employee engagement, the null hypothesis for the oil and gas industry in Nigeria could be stated as follows:

H₀₄: Work environment has significant effect on employee engagement in the oil and gas industry in Nigeria." This hypothesis assumes that factors related to the work environment within Nigerian oil and gas companies do significantly influence the engagement levels of their employees.

Organizational image and Employee Engagement

In a study by Riketta (2005), titled "Organizational identification: A meta-analysis," conducted across various industries in the United States, the relationship between organizational image and employee engagement was explored. Utilizing a meta-analytic approach, the researcher synthesized data from multiple studies and found a significant positive correlation between organizational image and employee engagement. The findings suggested that employees who

perceived their organization positively and identified with its values and goals were more likely to be engaged in their work roles.

Similarly, in research by Turker (2009), titled "How corporate social responsibility influences organizational commitment," conducted in the banking sector in Turkey, a positive relationship between organizational image and employee engagement was identified. Employing a quantitative research design, the researcher surveyed 300 bank employees to collect data. The findings revealed that employees who perceived their organization as socially responsible and ethical demonstrated higher levels of engagement in their work tasks and greater commitment to organizational goals.

A study by Berthon, Ewing, and Hah (2005), titled "Captivating company: Dimensions of attractiveness in employer branding," explored the relationship between employer branding (a component of organizational image) and employee engagement across various industries globally. Using a mixed-methods approach, the researchers conducted surveys and interviews with employees from different organizational settings. The findings indicated that organizations perceived as attractive employers, with strong employer brands, were more likely to attract and retain engaged employees who were aligned with the organization's values and mission.

Based on the empirical reviews of previous studies on the relationship between organizational image and employee engagement, the null hypothesis for the oil and gas industry in Nigeria could be stated as follows: "

H₀₅: Organizational image has significant effect on employee engagement in the oil and gas industry in Nigeria." This hypothesis assumes that the perceived image of Nigerian oil and gas companies does significantly influence the engagement levels of their employees.

METHODOLOGY

This study utilizes a cross-sectional survey research design to investigate the relationship between organizational climate and employee engagement in the oil and gas industry. The research design allows for the collection of data at a single point in time, providing insights into the current perceptions and attitudes of employees within the selected oil and gas company. The sampling technique employed in this study is simple random sampling, which ensures that every individual in the population of interest has an equal chance of being selected for participation in the study. To select the oil and gas company for the study, a list of companies operating in the industry was obtained, and one companies were randomly selected using a random number generator.

Within the selected oil and gas company, the Taro Yamen sampling technique was deployed to determine the sample size of 129 respondents from the pool of workers. This technique involves selecting every nth individual from a list of the population, where n is calculated based on the total population size and desired sample size. Data collection was conducted using a closed-ended questionnaire structured on a five-point Likert scale. The questionnaire included items related to organizational climate, employee engagement, and demographic information. The Likert scale ranged from strongly disagree to strongly agree, allowing respondents to indicate their level of agreement with each statement. Descriptive statistics was used to analyze univariate data, providing summaries of the central tendency and dispersion of variables such

as organizational image and employee engagement. Multiple regression analysis was employed to conduct bivariate analysis, examining the relationship between organizational climate dimensions and employee engagement while controlling for relevant demographic variables. Overall, this research methodology enables the systematic investigation of the relationship between organizational climate and employee engagement in the oil and gas industry, providing valuable insights for both theory and practice in organizational behaviour and management.

Results and Discussion of findings

Data Analyses

To ascertain the relationship between organizational climate and employee engagement and other hypothesised relationships, multiple regression analysis was conducted.

Hypothesis 1-5 Organisational Climate and Employee Engagement

Table 1-3 Multiple Regression analysis showing the effect of organisational climate and employee engagement

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.881	.16880

a. Predictors: (Constant), Image of the Organisation, Trust, Work Environment, Communication, Leadership

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.236	5	5.447	191.186	.000 ^b
	Residual	3.533	124	.028		
	Total	30.769	129			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Image of the Organisation, Trust, Work Environment, Communication, Leadership

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	.892	.148		6.036	.000
	Trust	-.059	.056	-.069	-1.049	.296
	Leadership	-.794	.134	-.883	-5.909	.000
	Communication	.126	.066	.145	1.900	.060
	Work Environment	.697	.134	.725	5.183	.000
	Image of the Organisation	.844	.064	1.006	13.170	.000

a. Dependent Variable: Employee Engagement

Table 1 shows that R is .941, and represents the simple correlation organisational climate and employee engagement in the oil and gas industry in Nigeria is very high. R² value (“R” Square) is .885 and adjusted R square is .881. This implication is that 88.5% of the variance in employee engagement can be explained by the changes in independent variables of organisational climate. As a general rule, this model is considered as a ‘good fit’ as this, linear regression model is able to explain above 60% (threshold) of variance in the dependent variable: employee engagement (Moosa & Hassan, 2015).

The p value .000 is <0.05 in Table 5 is an indication that the regression model statistically significantly predicts profitability which is the outcome variable. This implies that the hypothesis is supported.

Table 2 and 3 shows the multiple regression analysis which shows that un-standardized beta (β) of trust, leadership, communication, work environment, image of the organisation are: ($\beta = 0.059$) ($\beta = 0.794$), ($\beta = 0.126$), ($\beta = 0.697$), and ($\beta = 0.844$) respectively, while value of R square = 0.941, F = 191.186 & p=.000 < 0.05. This specifies that trust, leadership, communication, work environment, image of the organisation explains 81.1% variation in employee engagement to oil and gas companies, at Port Harcourt, Nigeria.

The result of the regression analysis shows that all organisational climate attributes of the oil and gas companies in influencing their employee engagement made significant contribution to explaining the dependent variable (see Table 2 and 3).

Therefore the model can be written as:

$$\text{Employee Engagement} = 0.844(\text{IMG}) - .794 (\text{LES}) + 0.697(\text{WKE}) + .892.$$

The model suggest that by associating any of the three organisational climate attributes of oil and gas companies, the empirical model can increase the level of employee engagement when other things remain constant. Accordingly therefore, changes in organisational climate attributes of image of the organisation of each oil and gas company brand can have the biggest influence on level of employee engagement as its beta co-efficient ($\beta = 0.844$, p=0.000 < 0.05) is the highest and significant, followed by leadership ($\beta = 0.794$, p=0.000 < 0.05), and work environment ($\beta = 0.697$, p=0.000 < 0.05).

Testing of hypotheses 1, 2, 3, 4 and 5

Decision Rule

If	PV < 0.05	=	Hypothesis is supported
	PV > 0.05	=	Hypothesis is not supported

H1: The outcome of analysis show that trust had no significant effect on employee engagement to the oil and gas companies in Port Harcourt ($\beta = 0.059$, p=0.296 < 0.05).

H2: The outcome of analysis show that leadership had significant effect on employee engagement to the oil and gas companies in Port Harcourt ($\beta = 0.794, p=0.000 < 0.05$).

H3: The outcome of analysis show that communication had no significant effect on employee engagement to the oil and gas companies in Port Harcourt ($\beta = 0.126, p=0.060 < 0.05$).

H4: The outcome of analysis show that work environment had significant effect on employee engagement to the oil and gas companies in Port Harcourt ($\beta = 0.697, p=0.000 < 0.05$).

H5: The outcome of analysis show that image of the organisation had significant effect on employee engagement to the oil and gas companies in Port Harcourt ($\beta = 0.844, p=0.000 < 0.05$).

Discussion of Results

Hypothesis 1 showed that trust had no significant effect on employee engagement ($\beta = 0.059, p=0.296 < 0.05$). Therefore, H1 is rejected. This finding is not consistent with the findings of Saks (2006), Joo and McLean (2018) and Dirks and Ferrin (2002). The operators of the oil and gas companies should build trust between the organisation and the employees.

Further statistical analysis showed that for H2 leadership had significant effect ($\beta = 0.794, p=0.000 < 0.05$) on employee engagement of oil and gas workers. This finding is consistent with Harter et al (2002).

For H3, communication had no significant effect ($\beta = 0.126, p=0.060 < 0.05$) on employee engagement of oil and gas workers. This finding is inconsistent with Macey and Schneider (2008), and Kaur and Sharma (2020). Effort should be made to build effective communication channel between the organisations and employees.

Hypothesis 4 posited a significant effect of work environment and employee engagement. With $\beta = 0.697, p=0.000 < 0.05$, the effect is significant. This result is consistent with the prediction of Giauque et al (2013), Christian et al (2011) and Saks (2006).

Hypothesis 5 posited a significant relationship between organizational image and employee engagement. With $\beta = 0.844, p=0.000 < 0.05$, the relationship is significant. This result is consistent with the Riketta (2005), Turker (2009) and Berthon et al (2005).

Conclusion

The findings of this study demonstrate a strong and statistically significant relationship between some organizational climate attributes, such as leadership, work environment, and organizational image, and employee engagement within the oil and gas industry in Nigeria. The high correlation coefficient ($R = 0.941$) indicates a very strong relationship between organizational climate and employee engagement. Moreover, the multiple regression analysis reveals that trust, leadership, communication, work environment, and organizational image collectively explain 81.1% of the variance in employee engagement. Specifically, leadership, organizational image, and work environment emerged as significant predictors of employee engagement, suggesting that these factors play crucial roles in shaping employees' levels of engagement within oil and gas companies.

Implications

Based on the study's findings, several implications can be drawn for managerial and practical purposes within the oil and gas industry in Nigeria. Firstly, managers and organizational leaders should recognize the importance of fostering a positive organizational climate characterized by trust, effective leadership, open communication channels, conducive work environments, and a strong organizational image. These factors are critical for enhancing employee engagement and ultimately improving organizational performance and competitiveness. Secondly, efforts should be directed towards addressing any shortcomings or deficiencies in these organizational climate attributes, such as implementing training programs for leaders to enhance their leadership skills and creating initiatives to improve communication and work environment conditions.

Additionally, the findings highlight the need for ongoing monitoring and evaluation of organizational climate attributes to ensure that they remain aligned with employees' needs and expectations. Regular surveys and feedback mechanisms can be employed to assess employees' perceptions of trust, leadership effectiveness, communication channels, work environment conditions, and the overall organizational image. By continuously monitoring and addressing areas of concern, organizations can proactively manage their organizational climate to promote higher levels of employee engagement and satisfaction. Finally, investment in initiatives aimed at enhancing organizational image, such as corporate social responsibility programs and employer branding efforts, can have significant positive impacts on employee engagement and organizational success in the oil and gas industry in Nigeria.

Recommendations

1. Implement training programs for leaders to enhance their leadership skills and abilities, particularly in areas such as communication, team building, and employee motivation.
2. Develop and implement initiatives to improve communication channels within the organization, such as regular town hall meetings, open-door policies, and feedback mechanisms.
3. Invest in creating a conducive work environment by addressing issues related to workplace safety, ergonomics, and employee well-being.
4. Develop and implement corporate social responsibility programs and employer branding efforts to enhance the organizational image and attract and retain engaged employees.

Limitations and Future Research

Despite how useful this current study is as discussed above, the research has its limitations. First and most significantly, the study can be improved upon by increasing the sample size and including participants in other geographical areas. Second, the current study was limited to Nigeria. For results comparison, subsequent researches should contemplate replicating this study in other developing countries. Future studies should focus on other factors of organizational climate to explain employee engagement. In the long run, however, these suggested future avenues of study stand to immensely contribute new knowledge to the existing body of human resources management as it concerns employees welfare literature in Africa.

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