

ORGANIZATIONAL CLIMATE AND EMPLOYEE JOB ATTITUDE: A CRITICAL REVIEW OF THE LITERATURE

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Organizational climate plays a vital role in determining employee job attitudes, predicting their satisfaction, commitment, motivation, and overall performance. A positive organizational climate is characterized with autonomy, organized communication, effective decision making, and supportive leadership to promote higher commitment, job satisfaction, and engagement among employees. However, a negative organizational climate, leads to turnover intention, lack of trust, undecided expectations, decreased morale, disengagement, and poor communication. This study examined organizational climate and employee job attitude in hospitality industry, Rivers State. When companies actively nurture a healthy organizational climate, it creates improve employee job attitudes, leading to enhanced productivity, innovation, and organizational victory. The researcher recommends that hospitality industry should ensure that the employees have autonomy or freedom to use their initiatives in performing their duties, in order to achieve high employee commitment and job satisfaction.

Keywords: Organizational climate, communication, employee commitment, employee job attitude.

Introduction

The moods of employees influence their performance in the workplace. The atmosphere or climate of an organization disturbs employee's motivation, attitudes, behaviour, and potentials which affect organizational productivity (Ghavifekr & Pillai, 2016). The primary obligation before an organization is how to achieve goals which require work pleasure and satisfaction of employees. The attainment of organizational goals is deeply entrenched within the capacity of the firm to attract, retain, and recruit knowledgeable and skilled workers. When organizations disregard the climate, performance and employee work attitude tend to be low. The state of mind of the employees about their work environment is a motivating factor for their attitude towards their work and customers (Susunty, et al., 2013). Employee job attitude refers to the feelings towards the organization, his co-workers, relationship with the customers, and his position within the organization (Robbins et al., 2014). Besides, employee job attitude is the feelings of the employee about the work that determines his performance. Most workers have the impression that the work environment is either good or bad. Mohammed et al. (2017) maintained that an employee's attitude towards the job has an impact on loyalty and performance of the organization. Failures or low productivity are likely to occur if employees have negative attitude towards their job. To succeed in co-worker relationship managers reasonably seek to cultivate better attitudes that are associated with high performance. Ordinarily, employee attitude that may lead to high performance in hospitality industry or

related firms are employee engagement, employee involvement, job satisfaction, and commitment to the organization (Velnampy, (2015).

The high-quality experience or competency of the employee may not produce good result unless he has affective commitment and love for his job. Consequently, the key to success begins with the consciousness of comfortable work climate which in exchange leads to positive employee behavior to boost job performance (Ebrahimi & Mohamadkhani, 2014). Employees with the right kind of attitude have weighty implications for the overall survival and performance of the organization (Ur-Rahiman & Kodikal, 2017). When an employee perceived that the organizational climate is favorable, he tends to be more productive and devoted towards his job. Brenner (2004) stated that the ability of employees to perform, share knowledge throughout the system depends on the conditions of their work environment. Indeed, the quality of comfort derived from work environment determines the level of satisfaction and productivity of workers. Riad et al. (2016) described organizational climate as set of attributes which gives an idea of the organization, influence behavior, and differentiates it from another that endures over time. Similarly, organizational climate entails mutual perceptions and interpretations of employees regarding the policies, practices, procedures, reward, and behavior experienced by the employees in the workplace (Halfdensen, 2022). Organizational climate refers to physical or structural features that commands employees feelings, attracts job satisfaction, and affective responses to organization. Newstrom and Davis (2001) asserted that effectiveness of management depends on how reliable is the work environment and employees attitude towards their jobs. If hospitality industry provides a conducive work environment, it is capable of gaining competitive advantage and quality workers to the organization. However, hospitality industry insensitivity to beneficial organizational climate gave room to this study. Thus, this paper tends to investigate the impact of organizational climate on employee job attitude in hospitality industry, Rivers State.

Literature Review

Organizational Climate (OC)

In the contemporary landscape of business, individuals who play a critical role in maintaining an organization's liveliness and success are operating within environments that cherish their contributions. It is important for organizations to encourage or motivate employees by humanizing an environment that could make individuals to remain committed and invest their efforts for the overall advancement of the organization. Organizational climate (OC) relates to an expressive idea reflecting the systematic view and the persons' thought of different organizational components namely structural frameworks, procedures, and practice (Li & Mahadevan, 2017). In addition, organizational climate is shared perceptions held by employees about an organization's policies, practices, and rewards, (Brown & Brooks, 2002). Organizational climate refers to observations of employees about the work environment and the workplace properties which induces workers behavior to accomplish their psychological desires. It creates a clear organizational direction to employees concerning futuristic objectives and targets. Organizational climate is also called corporate climate which signifies the support that an employer renders for the comfort of employees that stimulates productivity of employees and reduces turnover intention (Permarupan, et al, 2013). Indeed, Li and

Mahadevan (2017) noted that organizational climate assists as a cornerstone in understanding the philosophical implications of employee attitudes and behaviors to their work.

Measuring organizational climate allows organizations to identify areas of strength and improvement, eventually guiding interventions to foster a productive climate. Furthermore, organizational climate entails a construct that accommodates series of features such as work-life balance, autonomy, innovation, cooperation, rewards, physical conditions, work organization, relations, participation, and job engagement, measured through employees' perceptions (Castro & Martins, 2010). A positive organizational climate provides workers with the motivation and passion to go beyond their basic responsibilities, creating upgraded overall performance. Vanaja and Sathyavathi (2022) insisted that organizational climate acts a catalyst, inspiring employees to invest their discretionary efforts into their tasks and projects, in due course driving the organization's success. Seyed (2013) postulated that organizational climate extends beyond the physical environment, including factors such as autonomy, communication, decision making, and shared values.

Autonomy: Hackman and Oldham (1976) pronounced that job autonomy occurs when organizations provide individuals with the ability to schedule work, determine the degree of independence, freedom, and self-determination of work procedures. Autonomy is an important part of business that supports employee's creativity to enable them take risks while using their own idea (Ebrahimi & Mohamadkhani, 2014). To compliment this assertion, Newstrom and Davis (2001) contended that autonomy symbolizes the ability of the workers to determine the way and manner in which they perform their job. Indeed, autonomy relates to the freedom which the employee has to add value to the work by using their own training and experience in terms of the duration of their work. It is a significant intrinsic motivator that is positively related to employee commitment. Miles and Snow (1978) stated that autonomy helps to satisfy the internal psychological needs of the workforce and effective delegation could bring suitable autonomy in the organizational climate. Autonomy stimulates close supervision of employee's work to ensure that the job is appropriately done and individual responsibility is fulfilled. When hospitality industry practices job autonomy of an employee, it could introduce discipline in the organization and influences work-related behavior. Autonomy makes an employee feels capable, creative, and contributes to employee's performance (Hackman & Oldham, 1976). Consequently, Mowday et al. (2013) used autonomy as obligatory task attribute found to promote job satisfaction and reduce absenteeism among employees. A thorough autonomy produces an organizational climate where employee commitment may be fostered and developed. However, Mullins (1993) proclaimed that highly flexible work time reduces work efficiency compared with less flexible work time. This implies that a high level of flexibility could be troublesome, not beneficial, for staff who depend on their colleagues to complete their tasks. Li and Mahadevan (2017) discussed that unnecessary job autonomy may aggravate employee's job tension and cause unethical behavior of employee. Excessive job autonomy could also trigger counterproductive behavior among employees.

Communication: Communication is one of the basic means managers' use to transfer information or knowledge to employees and the life stream of the organizational environment.

For a proper understanding of the organizational objectives, the employees need to have comprehensive knowledge of the policies and rules of the organization, which could be achieved through communication. The networks of communication are to be open for free flow of information in order to improve in service delivering of an organization. Djordjevic et al. (2021) acknowledged that communication is a process of logical transfer of message, ideas, opinions, and feelings from the sender to the receiver. Communication is the exchange of ideas, feelings and opinions among persons regarding their goals or values (Nwinye, 2022). Similarly, communication is recognized as a process of disseminating information, set of symbols, and messages from one person to another. Whenever there is discussion and deliberation among people, communication has been established. A manager or public office holder uses the mutual meanings shared in communication to influence others. It is important for people to deliver their message in a manner that may have maximum effect in choosing the appropriate language to convey the correct information and elicit the desired response. In planning process of organization, communication is paramount as it enhances the performance of the employees. Two-way communication is essential in the organization which requires the management to create time to listen to the employees and take any valuable ideas from the employees. Poor communication leads to conflict in the organization and low employee commitment. In organization communication is mostly done verbally and written, for the effective and accurate flow of information. Effective communication is needed for the employees to comprehend the goals and objectives of the organization (Barry & Fulmer, 2004).

Decision Making: Dale (1968) emphasized that decision making is the process of identifying and solving problems. The duties of a manager involve taking decisions. Consequently, Mullins (1993) describes decision making as an act of identifying and selecting among a range of alternatives based on the disposition. Organizational decision making entails the process of responding to a problem by searching for and decide on a solution or a course of action that could create the profit for organization and stakeholders (Newstrom & Davis, 2001). Decision making refers to selection of course of action where an executive form a conclusion about what must be done in a given situation. Decision are made on daily basis in the organizations and it helps to reduce uncertainty in the organization. In some organizations, decisions are taken at the top level organizational hierarchy (Aquinas, 1971), whereby neglecting the lower level input in decision making, which could result to poor commitment by the employees. Employees participation in decision making creates a sense of belonging among the workers as well as a friendly environment where the management and the workers voluntarily contribute to enhance organization performance (Davis, 1971). When strategic decisions are taken or properly implemented it helps to reposition and realign an organization for better performance (Dale, 1968). A favorable decision aggravates employee's performance to be more productive in the organization.

Kreitner (2007) observed that poor decision making compromises the organizational values, needs, generates anxiety, distress, shame, guilt, and delay of time. Decision making is a critical skill for effective management and leadership. Apparently, some managers in hospitality industry are not suitable for leadership roles because of their inability to make effective

decisions. Drucker (1954) narrated that effective decisions emanate from a systematic process, with clearly defined elements that are handled through a distinct sequence of steps.

Employee Job Attitude

Employees who experience positive conditions at the workplace are likely to display favorable attitudes towards their job. This positive emotional character is closely linked to an overall sense of well-being and satisfaction in the organization. Individuals with positive feelings have the tendency to interact with colleagues and superiors in a constructive or optimistic manner, contributing to improved work environment (Permarupan et al., 2013). However, employees who experience dissatisfaction, are characterized by negative emotions such as dislike work, anxiety, lack of interest, and tension, may display attitudes that are less conducive and counterproductive (Mohammed et al., 2017). Negative attitude over job may potentially lead to interpersonal conflicts, reduced collaboration, and stressed relationships among workers. Ur Rahiman & Kodikal (2017) stated that job attitude signifies an individual's evaluations and perceptions of their job, influencing their emotional responses, beliefs, and overall affinity towards their work. Similarly, Permarupan et al. (2013) disclosed that job attitude entails intellectual assessments, combination of feelings, and behavioral intentions that shows a holistic understanding of employees orientation towards their work. Indeed, employee job attitude could be known as a cognitive and emotional mental state that shapes an individual's character and feelings to respond to various tasks and conditions within a specific work environment. Positive job attitudes could activate a harmonious work environment, leading to higher job satisfaction, engagement, and commitment. Understanding the nature of employee job attitudes is crucial for hospitality industry seeking to enhance employee well-being and overall performance.

Li and Mahadevan (2017) illustrated that employee job attitude encompasses a collection of behaviors and judgments directed towards work, often manifested through work commitment and involvement. Job attitude is an employee behavior in the workplace, influenced by their personality traits and experiences. The behavior of workers in the organization depends on how they feel about their jobs. Job attitudes are complex construct that includes proxies such as job satisfaction, organizational commitment, and employee engagement (Robbins et al., 2013). These job attitudes are interrelated and collectively lead to employees' progress and overall job experience. High levels of positive job attitudes are connected with increased job satisfaction, commitment, and engagement, resulting in improved organizational effectiveness and employee well-being (Meyer & Allen, 1997).

Employee Commitment: Workers that are happy and committed to their job bring growth and development to the organization. Commitment is the primary requirement for efficiency in the workplace. Employee commitment is a crucial component which aids organizational success and deserves both employer and employee attentions. Meyer and Allen (1997) asserted that employee commitment relates to the level of engagement and psychological attachment to organizational goals. Employee commitment is a strategy for employee retention that boosts organizational productivity (Kaplan & Kaplan, 2018). Furthermore, employee commitment is a bond between the employee and the organization such that the employee wants to continue

serving the organization to help achieve its objectives (Adrain & Adrain, 2019). Consequently, employee's commitment is the level with which an employee identifies with the organization needs and how willing the employee is devoted to achieve these goals. Anthony (2017) investigated the impact of employee's commitment for employee's personal and professional satisfaction. The results of the study disclosed that employee commitment to an organization is considered as a psychological attachment that requires the employer to provide personal benefit to the committed employee.

Organizations are obliged to give the workers the desired attentions to attract their commitment and positive job attitude. Employees with high commitment affects organizational performance positively by reducing turnover behaviour and improve quality of service. Moreover, Meyer and Allen (1997) narrated that employee commitment comprises three main factors namely affective commitment, normative commitment, and continuance commitment. Affective commitment refers to the emotional aspects of employees regarding their involvement in an organization (Meyer & Allen, 1997). Affective commitment entails the emotional attachment of the employee to the organization. The affective commitment is formed when the employee perceives the job as his personal work by dedicating his consistent effort for the progress of the company. Employee's affective commitment could be courageous by the level of job satisfaction, income, and job security of the employee in the organization, which emotionally creates a pleasant work environment. Affective committed employee may also be valuable when the employees have active participation in the decision making process in the organization to achieve productivity. Normative commitment denotes when employees express loyalty to remain in the organization because of the support, positive reward, and care which they received from the organization. Normative commitment occurs when an organization invested in developing employees through training and education, the workers feel indebted to pay back with high commitment and job performance. A normative committed employee feels guilty or sees it as unethical to abandon an organization after benefiting from career development programs. Employees with normative commitment assume that their departure from the company may hinder the organization and feel a moral obligation to remain with the firm (Meyer & Allen, 1997).

Normative commitment increases organizational support to its employees to engage in planning, active participation, in setting goals, and making policies of the organization. Continuance commitment refers to employees desire to stay in the organization for the reason of high cost of leaving. For example, when an employee quits his job, he may not have money to accomplish his basic needs like foods, clothes, and transportation. His absent from his work may also affects his financial benefits such as bonuses, salary, and retirement. Employees with continuance commitment are conscious of scarcity of jobs or lack of alternative employment. The employees prefer to stay with the organization to leaving the firm, hence they know that getting new employment is not easy. In this commitment, employee considers sustainability in their organization which is driven by their personal needs. Employees are aware that they will suffer losses if they leave the job. Employees need is supreme to them, in order to ensure that their needs are fulfilled, they remain in the organization to enjoy more benefits.

Employee Engagement: Employee engagement is a fulfilling positive work-related attitude characterized by inspiration, passion, robustness, high energy levels, mental spirit, full concentration, and determination during difficulties (Schaufeli et al., 2006). Employee engagement signifies connecting of organization staff to their work roles, in engagement, people employ, and express themselves physically, cognitively, and expressively during role performances (Aktar & Pangil, 2017). It symbolizes the wisdom of emotional connection and the commitment employees have towards their work, colleagues, and the organization. This engagement translates into a sensitive level of dedication and enthusiasm in fulfilling job responsibilities. Ordinarily, the complex engagement includes aspects of organizational commitment, growth opportunities, job satisfaction, autonomy, workplace relationships, and recognition (Mowday et al., 2013). Workers that are properly engaged are likely to enhance productivity, reduce turnover, improve customer satisfaction, contribute to innovation, and profitability (Aktar & Pangil, 2017). Forming an engaged workforce necessitates a strategic approach that encompasses effective communication, recognition programs, leadership support, professional development opportunities, and a flexible work environment (Robinson et al., 2013).

The physical aspect of engagement focuses on the physical energies exerted by employees to achieve roles. Thus, Seyed (2013) claimed that engagement is emotionally physically present when employees occupy and perform roles in organization. Maslach et al. (2001) uphold that employees who are engaged have great energy, feel zealous, being involved, and full dedication to one's work. On the contrary, employees that are less engaged appears to be unhappy, dissatisfied, and they destabilize the organization by causing low production, turnover, and conflict among the workforce (Schaufeli et al., 2006). Employee engagement stands as a fundamental construct driving organizational success. Employee engagement is critical to improve the performance of organization and employee retention. Bakker et al., (2011) declared that engagement of the employee promotes business contributes to customer satisfaction, protects company image, and organization's growth.

Theoretical Framework

Social Exchange Theory: This theory was formulated by Blau in 1964. Social exchange theory provides learning about motivation and expected behaviours of workers within social interactions. Social exchange theory stipulates that individuals engage in a particular behavior when they expect to receive benefits in return for their contributions. This theory enables people to understand the reasons for certain behavior and employees attitude towards their organization. Blau (1964) emphasized that social exchange theory involves reciprocity, which means that individuals expect fairness and balance in their job or interactions. When employees in hospitality industry are motivated, they may reciprocate with high sense of commitment and positive attitude to boost organizational performance. Indeed, if organizations recognize, offer fair treatment, and honour their employees, they are likely to exhibit positive attitudes and cooperation to achieve common goals. When employees observe that their organization values their contributions and well-being, they are more likely to feel a sense of loyalty and commitment. This could lead to increased job satisfaction, engagement, and reduced turnover intentions (Levine, 2010).

Conclusion

Organizations with favorable climate contributes to positive behavior among workers. Creating effective climate is essential for achieving positive job attitudes and overall organizational success. When organizational climate is designed to reflect the needs or expectations of the employees, it promotes job satisfaction, commitment, and engagement among their workforce. If organizations take effective decisions that are beneficial to employees, there is the possibility of increasing workers commitment. The output of this study shows that organizational climate has significant relationship with employee job attitude. This suggests that organizations that practice job autonomy and effective communication may have employee commitment, engagement, and job satisfaction. Furthermore, hospitality industry should evaluate the climate work condition and adopt change that could activate improved employee job attitude. Hospitality industry should ensure that the employees have autonomy or freedom to use their initiatives in performing their duties, so as to achieve high employee commitment and job satisfaction.

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