

THE IMPACT OF ORGANIZATIONAL CLIMATE ON EMPLOYEES PERFORMANCE

Abstract: Organisational climate describes the set of attributes specific to a particular organisation that may be induced from the way that organisation deals with its members and its environment. For these organizations to survive and compete with their rivals, they need to enhance their organizational climate. These enhanced organizational climate of the organization should guarantee employees like the secretary who increase the value and raise the standard of the organization with their performance. Some of the findings revealed that, organizational climate provides an effective pathways for communication among members and their working environment. However, organizational climate influence the relationships, delineates authority and functional responsibility of an employee.

Keywords: Organisational Climate

1. Introduction

The employee's behaviour in an organization is meaningful construct with significant implications on the organisational climate of the organization (Allen, 2003). The term "organisational climate" is viewed as an objective construct consisting of organisational attributes such as an organisation's size, structure and policies. Basically, the term organisational climate is the reflection of a person's perception of the organisation to which he belongs. Ruchi and Monica (2017), described organizational climate as the set of unique characteristics and features that are perceived by the employees about their organisations which serves as a major force in influencing their behaviour. Organizational climate can be described as the social setting of the organisation depending upon the organisational behaviour system. Therefore, organizational climate represent the goals and philosophies of those who join together to create the organisation.

Madhukar and Sharma (2017), defined organisational climate as a function of a person and their interaction with the organisational environment. Organisational climate describes the set of attributes specific to a particular organisation that may be induced from the way that organisation

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deals with its members and its environment. For the individual members within the organisation, climate takes the form of a set of attitudes and experiences which describe the organisation in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome- outcome contingencies. Thus, organisational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behaviour and can be described in terms of the value of a particular set of characteristics of the organisation. Therefore, organisational climate is an essential role in the organisations and impacts on the perceptions of employees', which influences their practices and behaviours, leading to a better performance in the organization.

2. Literature Review

Organisational climate influences to a great extent the performance of the secretary because it has a major impact on motivation and job satisfaction of individual employees. Organisational climate determines the work environment in which the employee feels satisfied or dissatisfied. Organisational climates creates a clear direction of the organisation to the secretary in term of the future objectives and goals. The secretary are always being in the cognitive stage of understanding the structure of organisation and in the state of readiness for change based on the planning of the organisation. A good organizational climate have a positive impact on the strength of the secretary's performance. These positives impact may include:

- An improve level of job satisfaction
- Improving the secretary level of confidence in management
- Encourages open communication in the organization
- Affective secretaries commitment

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- Reducing the secretary's intention to quit and promote emotional exhaustion
- Increasing the level of faith in organization.

Organisational climate as an impact in career development of the employees is important for the employee to perform better in work as providing necessary and related trainings are required (Jianwei, 2010). A good organizational climate improve good communication among the secretaries and upper management to boost up their performance in work (Sanad, 2016). The relationships between the secretary and organisational such as their wellness, priority for minority people etc. have directly affected the perception of employee as well as their performance. The leadership ensure that organizational climate as an impact on the performance of the secretary. Sometimes the impact may be negative which may hinders the performance of the secretary by leading to:

- Secretary turnover
- Increasing secretaries stress
- Leading to poor performance
- Increase error rate, wastage of resources and accidents at the organization

Therefore, the leadership of upper management is playing a role in how good they deliver the aims of organisation and manage the employees to the reach the goals. By having a clear directions and objectives, the organisation will eventually become an employer of choice and well known in the market with high rating.

3. Methodology

The research design used in this study was descriptive survey. Descriptive survey simply describes what is or what the data shows. Descriptive survey helps to simplify large amounts of data in a sensible way. The descriptive survey reduces lots of data into a simpler summary. According to

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Avoke (2005), descriptive surveys are designed to portray accurately the characteristics of particular individuals, situations or groups. A purposive sampling technique was used to obtain a sample size of 50 within targeted population. This sampling technique is used where the sampling units are chosen because they meet set criteria of importance. The technique proved too effective because numbers of people who served as primary data sources due to the nature of research design and aims and objectives were limited. Unlike some alternative sampling techniques, purposive sampling technique do not allow; highly vulnerable to selection bias and influences beyond the control of the researcher and high level of sampling error, which lead to little credibility of the studies.

4. Analysis

a. Reliability Analysis

According to Joppe (2000), reliability data test is the extent to which results are consistent over time and an accurate representation of the total population under study. A questionnaire is said to be reliable if someone answers the statement consistently or it is stable over the construct variable or the time variable. According to Cooper and Shindler (2007), 0.70 is an acceptable reliability coefficient. Thus, when the value items are more than alpha ($\alpha=0.70$) value then it indicate that the scale can be considered consistent, sound and reliable. The figures below show test reliability;

Table on Reliability analysis

Cronbach's Alpha	N of Items
.959	3

The table show, the reliability analysis of the data obtained from the respondents. The reliability values from the results is 0.959 greater than the prescribed threshold of ($\alpha=0.70$) and in

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comparison, Cronbach's Alpha values are compatible to reliability test of the conducted pilot study with Cronbach's Alpha value ($\alpha=0.959$), hence the scale is sound and reliable.

5. Discussion

Organizational climate improves work division especially roles or responsibility leads to efficiency on employee's performance. Organizational climate clarifies as to who is responsible to whom and who is to direct whom. If there is centralisation of authority, the participation in decision making by the subordinates will be very less. The survey show that all the respondent strongly agreed that organizational climate influence management philosophy on how effective resources are utilized. These goes a long way in improving the way management allocate resources to organizational state goal and objectives. The organizational climate is an influential factor that affects the climate is the management philosophy. If the company is wedded to such a policy that it effectively utilizes its resources both human as well as non-human, then it can be concluded that the climate is good. Also, the survey shows that all the respondent strongly agreed that organizational climate increases employees' effectiveness by bringing about increase in productivity. The results from the survey show that majority of the respondents representing 80% agreed that, organizational climate influence the relationships, delineates authority and functional responsibility of an employee. The results from the survey further show, that majority of the respondents representing 76% strongly agreed that, organizational climate improves the communication and information flows on task between employees in the organization. The communication system of the organisation affect the organisational climate. The flow of information, its direction, its dispersement and its type are all important determinants. Proper communication system means that the subordinates are in a position to express their ideas, suggestions and reactions, otherwise they will feel frustrated.

6. Recommendation

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Base on the findings of the study, the following recommendations were made; the management of any organization must encourage and strengthen two way communication to allow employees participates in decision-making. The management of any organization should improve the way of consulting with their employees on new policies, procedures and rules affecting employees function. The management of any organization should develop strategies to manage the employee philosophy on how effective resources are utilized.

7. Conclusion

Organisational climate is the set of attributes which can be perceived about a particular organisation and their systems based on the interaction of its personnel and their environment. A good organizational structure as an influence the individual members within the organisation by setting of attitudes and experiences which describe the organisation in terms of both static characteristics and behaviour outcome and outcome-outcome contingencies. A good organizational structure plays a major role on how an employee behave in accordance to procedure and guides on organizational policies and programs. A good organizational climate influence the behaviour of the employee with a bad attitude to change to conform to the norm and attitude of how these are done in the organization. Hence, the absence of good organisational climates is a major cause for failure of many well performing firms or organization.

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