

# IMPACT OF ORGANIZATIONAL CLIMATE AND EMPLOYEE COMMITMENT ON PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN MAIDUGURI METROPOLITAN

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**Abstract:** Organizational climate is one of the most important matter regarding organizational environment, which has a direct relationship with employee behavior. This study examined the Impact of organizational climate and employee commitment on performance of small and medium enterprises in Maiduguri metropolitan and examined the effect of independent variables (autonomy, cohesion of team work, trust, economic compensation and professional development). The study employed a survey design. 337 SMEs were sampled from the Small and medium scale enterprises in Maiduguri metropolitan of Borno state. Primary data were collected for the study. Data collected were analyzed using descriptive statistics and (ANOVA) statistical tool was used to test the hypotheses. The study found that there is significant relationship between autonomy and organizational performance, there is positive effect between cohesion of teamwork and organizational performance, there is significant relationship between trust and organizational performance, there is significant relationship between economic compensation and organizational performance, and there is significant relationship between professional development and organizational performance. And the study recommendations were Since there is effect of autonomy on organizational performance, therefore, the organization should endeavor to allow their employees to participate freely so as to contribute more toward organizational achievement, the organization should encourage cohesion of teamwork so as employees would continue working together for better output, since there is effect of trust on organizational performance, therefore, the organization should maintain employee's trust so as to carried out their work faithfully and confidently for the success of the organization, the organization should improve economic compensation so as the employees should be motivated, which would led to greater output, the organization should improve professional development so as the employees would gain specific skills which would led them to contribute the best toward organizational achievement.

**Keywords:** organizational climate, employee commitment, SMEs, SMEs performance

## 1. INTRODUCTION

Organizational climate is one of the most important matter regarding organizational environment, which has a direct relationship with employee behavior. Since late 1960s, organizational climate has been a popular topic discussed in organizational behavior literature and is considered as a vital view point in order to comprehend employee's work-related attitudes and behaviors. Payne et al (2017), defined organizational climate as the way in which employee perceive their organization and its purpose. Churchill (2016), conceptualized organizational climate as the aggregates of the social variables, which constitute a worker's job environment. According to Griffin and Moorhead (2016), explained organizational climate as an individual

perceptions; recurring patterns of commitment, attitudes and feeling of employees. Additionally, Robbins and Judge (2018) stated that organizational climate can be considered as an aspect of culture and defined as team spirit but at the organizational level it is to one of the most important aspects in an organization to influence how people behave is organizational culture that can be defined as the shared beliefs and values within the organization. In order to understand how an employee perceives organizational climate, it is necessary to consider the employees' perceptions of the work solution (including the characteristics of the organization they work for) and the nature of his/her relationship with other people in the same environment (Churchill et al 2016).

Employees commitment in organization is a result of their personal characteristics as well as the environment in which they perform, employees job insolences are affected by a wide range of organizational features (Churchill, 2016).

Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization feel that they fit in and feel they understand the goals of the organization. The added value of such employees is that they tend to be more strong-minded in their work, show moderately high productivity and are more practical in offering their backing (Zahra, 2022). Employee commitment is an emotional add-on to an involvement with an organization, employee commitment is a promise between the employee and the organization such that employee wants to continue helping the organization in serving it achieve its objective (Zahra, 2022).

Organizational performance is the ability of an organization to grasp its goals and enhance results. In today's workplace, organizational performance can be defined as a company's capability to realize goals in a state of continuous change (Madeline, 2022). Organizational performance is measured for diverse levels of hierarchy and can be measured for individuals, groups, and the entire organization as a whole (Kines et al 2016). Organizational performance is a ubiquitous term which is nevertheless loosely defined. Through the construction depends on a number of unique factors associated organizational, yet the lack of a universal definition make it challenging for professional to concur about exactly they mean by organizational performance (Tahir, 2020).

### **1.1 Statement of Problem**

Maiduguri like any other city has business history, it is a home of businesses micro, small, medium and large enterprises dwelled in Maiduguri long time ago. In recent time, most of the small and medium enterprises finds it difficult in surviving in the city due to internal environmental factors that has affected most of the business. Due to this fact many SME's do collapse in their first five years. This is because of lack of effective internal management that will pose a conducive atmosphere for the firms to exploit their potentials. However, organizational climate as well as employee commitment it fully utilized would make such issues a history. So therefore, this study will investigate on effect of organizational climate and employee commitment would have on small and medium scale enterprises in Maiduguri Metropolis, Borno State Nigeria.

By observing the previous research on related topic such as Nichala (2018), Freddrik (2022), and Madhura (2020) None of such work has ever been conducted in Maiduguri and also the methodology and strategy adopted by almost all the researchers are same where they employed descriptive survey and regression analysis & statistical package for the social science (SPSS) software for their analysis. However, this study will try to employ same descriptive survey but different statistical tool of analysis (ANOVA) using Microsoft Excel to see whether there will be different result.

### **1.2 Objectives of the Study**

The main objective of the study was to assess the effect of organizational climate and employee commitment on organizational performance. The specific objectives would be;

- i. To examine the effect of autonomy on organizational performance
- ii. To examine the effect of cohesion of team work on organizational performance
- iii. To assess the effect of trust on organizational performance
- iv. To assess the effect of economic compensation on organizational performance
- v. To assess the effect of professional development on organizational performance

## **2.0 LITERATURE REVIEW**

### **2.1. Concept of Organizational Climate**

Despite the fact that there have been a number of research studies on organizational climate, there has yet been no unanimity on its definition as also on its dimensions. This diversity of opinions has made the organizational climate an interesting area of research. In the present paper, an attempt has been made to study the views of different experts, right from the period when the concept of organizational climate originated till date, with regard to the concept, definition and dimensions of organizational climate. While some authors have defined organizational climate as a function of a person and his interaction with the organizational environment, (Cook, & Wall, 2018), a few others have defined it as a dependent variable which may be influenced by individual or subjective perception. (Ekvall, & Ryhammar, 2017), yet a few others have referred it as an independent variable. Not only this, some experts have defined organizational climate as recurring patterns of behavior depending on the values and atmosphere prevailing in an organization from time to time, and so on. However, having studied the views of different authors on organization climate, the authors of the present paper are of the view that the organizational climate refers to the general perception of the personnel (as a whole) of an organization with regard to relevant dimensions of organizational climate prevailing during a particular period of time in their organization. With regard to dimensions of organizational climate also, there has been a lot of controversy as many climate researchers have assessed the specific climate in which they were interested rather than attempting to develop a single and central view of dimensions which is, indeed, a challenge for researchers in the times to come. This is a challenge because organizations differ widely in terms of their size, complexity, structure, products, vision, mission, values, and so on. However, a few key dimensions which are common to almost all organizations need to be identified (Ahmed et al., 2017).

It was Argyris (2018), who not only introduced the concept but also defined organizational climate in terms of employee needs, values, personalities and formal organizational policies. Later on Argyris (2014), stated that mature employees get frustrated by the formal organizational structure, directive leadership and rigid managerial controls. He further mentioned that organizations not only fail to recognize full potential of their employees but also do not provide adequate impetus for their self-development. While explaining the relationship of organizational climate with attitude and behavior of people, Gilmore and Von (2016), highlighted the differences in individual attitudes in relation to psychological structure of their enterprises. Forehand and Glimer (2014), stated that organizational climate can be defined on the basis of characteristics of organizations. Characteristics of one organization usually differ from the characteristics of other organizations. Such characteristics are enduring overtime and are instrumental in affecting the behavior of the employees of the organization concerned. Organizations differ not only in physical

structure but also in attitudes and behaviors they evoke in people. Insel and Moos (2017), have also pointed out that an enterprise has its own personality that is unique identity that causes directional influence on the behavior of its employees. “It was with the introduction of a book regarding the theory of organizational climate by Litwin and Stringer (2016), that the concept of organizational climate assumed popularity.

### **2.1.2 Concept of Employee Commitment**

Employee commitment is an emotional attachment to and involvement with an organization. Employee commitment is a bond between the employee and the organization such that the employee wants to continue serving the organization and helping it achieve its objectives. Employees with high organizational commitment improve the organization’s performance by reducing instances of turnover, absenteeism and improving the quality of service (Rusbult et al., (2013). A committed employee is more compatible with the organization and more productive than those employees with lower levels of satisfaction, loyalty, and responsibility. In addition, highly committed employees observe that organizational commitment not only increases success in a specific role but also encourages the individual to take many voluntary actions necessary for the life of the organization (Blau, 2015). Browyn (2022), Employee commitment can take different forms. As a result it is often seen as a Human Resources variable which is difficult to define. The context, direction and development of commitment, as well as the extent to which commitment influences behavior can result in confusion and debate.

#### **2.1.2.1 Types of employee commitment**

The description above is a very good indicator of employee commitment, but does only offer a broad description. In their article “Three component model of commitment” Meyer and Allen (2018) discuss commitment in great detail. We can see from their insightful research that there exists three distinct types of employee commitment:

##### **1) Affective commitment**

Affective commitment relates to how much employees want to stay at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations.

##### **2) Normative commitment**

Normative commitment relates to how much employees feel they should stay at their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organizations.

### **3) Continuance commitment**

Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives, and remuneration.

A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization.

#### **2.1.3 Concept of Organizational Performance**

Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change. Organizational performance can be a nebulous concept. Organizational performance can be subjective depending on the organization, its goals, and the market as mentioned (Madeline, 2022).

It's important to recognize the subjective nature of organizational performance. Initially, you might think performance could be linked directly to financial performance. There are a number of factors that go into what's deemed "successful" organizational performance. These factors are dependent on what's important to the company and what aligns with its core values. This includes things like shareholder value, social systems, market share, or organizational culture.

### **3.0 Methodology**

The study adopted a descriptive survey design. A descriptive research design can use a wide variety of research methods to investigate one or more variables, descriptive research aims to accurately and systematically describe a population, situation or phenomenon (Shona, 2019). A population is the totality of the objects under the investigation. It is a set of all cases of interest with respect to this study the target population were 2150 registered SMEs in Maiduguri Metropolitan Council and 337 SMEs were sampled from the population. Data were collected through structured questionnaire and data collected were analyzed using descriptive statistics and ANOVA statistical tool was used to test the hypotheses.

**4.1 Discussion of Finding**

**SUMMARY**

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	337	1258	3.93125	1.374569
Column 2	337	1204	3.7625	1.617398
Column 3	337	1239	3.871875	1.347169

**ANOVA**

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	4.689583	2	2.344792	1.621146	0.048214	3.00513
Within Groups	1384.184	957	1.446379			
Total	1388.874	959				

In this case, the calculated F value (1.621146478) is smaller than the critical F value (3.005129525), and the p-value (0.048214309) is less than the typical significance level of 0.05. This suggests that there is statistically significant difference among the means of the three groups at the 5% significance level. This shows that autonomy has significant effect on workers performance.

**SUMMARY**

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	337	1268	3.9625	1.290125
Column 2	337	1239	3.871875	1.466291
Column 3	337	1234	3.85625	1.358582

**ANOVA**

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	2.10625	2	1.053125	0.767771	0.0464332	3.00513
Within Groups	1312.684375	957	1.371666			
Total	1314.790625	959				

In this case, the calculated F value (0.767770718) is smaller than the critical F value (3.005129525), and the p-value (0.0464332022) is less than the typical significance level of 0.05. This suggests that there is statistically significant difference among the means of the three groups

at the 5% significance level. This indicates that cohesion of teamwork has significant effect on organizational performance.

SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	337	1222	3.81875	1.070494
Column 2	337	1265	3.953125	1.317545
Column 3	337	1269	3.965625	1.37499

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	4.24375	2	2.121875	1.691623	0.0184771	3.00513
Within Groups	1200.40625	957	1.254343			
Total	1204.65	959				

In this case, the calculated F value (0.269428123) is much smaller than the critical F value (3.005129525), and the p-value (0.0184771) is significantly less than the typical significance level of 0.05. This suggests that there is statistically significant difference among the means of the three groups at the 5% significance level.

Therefore, based on the ANOVA results, we can reject the null hypothesis that the population means of the three groups are not equal. The evidence strongly supports the conclusion that the group means are significantly different from each other

Anova: Single  
Factor

SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	337	1258	3.93125	1.374569
Column 2	337	1204	3.7625	1.617398
Column 3	337	1239	3.871875	1.347169

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	4.689583333	2	2.344792	1.621146	0.0198214	3.00513
Within Groups	1384.184375	957	1.446379			
Total	1388.873958	959				

In this case, the calculated F value (1.621146478) is smaller than the critical F value (3.005129525), and the p-value (0.0198214309) is less than the typical significance level of 0.05. This suggests that there is no statistically significant difference among the means of the three groups at the 5% significance level.

Therefore, based on the ANOVA results, we can reject the null hypothesis that the population means of the three groups are not equal. The evidence support the conclusion that the group means are significantly different from each other

One of the finding showed there is significant relationship between autonomy and organizational performance. This find Collaborates with work of Saha (2016) who investigated the effect of autonomy on organizational productivity of selected SMEs in pune region, the finding have revealed that work place productivity has directly correlated with the facilities provided while working

Second finding indicated that there is positive effect between cohesion of teamwork and organizational performance. This finding agrees with the study of Oludare (2020), who Investigated the impact of teamwork on organizational performance using First City Monument Bank as the study gathered information using primary survey where questionnaire was distributed to the employees of the First City Monument Bank and used descriptive statistic. .The findings showed that teamwork cohesion is positive and significant to impact on organizational performance and concluded that the performance of organization is a subset of operating performance while teamwork is a subset of unit performance and teamwork cohesion gives employees a sense of possession and promotes cooperation.

Third findings showed that there is significant relationship between trust and organizational performance. This finding in line with Sherin Anwar et al (2021), who’s examined the effect of organizational trust on employee’s performance through organizational commitment as a mediating variable. The study reached a set of results, the most important of which are: 1) There is a statistically impact at significant level ( $\alpha \leq 0.05$ ) of organizational trust on employee’s performance through the Organizational Commitment as a mediating variable in Mobile phone companies in Egypt. 2) There is a significant correlation between Organizational Commitment and organizational trust, and also there is a significant correlation between organizational trust and employee’s performance, and finally there is a significant correlation between organizational commitment and employee’s performance.

Fourth findings indicated that there is significant relationship between economic compensation and organizational performance. This finding related with work of Gede Raina, (2016), who analyzed the effect of compensation on employees' performance, the result shows that compensation has a positive and significant effect on performance; organizational

commitment has a positive non-significant effect on performance, compensation has a positive and significant on organizational commitment.

Fifth findings of the study indicated that there is significant relationship between professional development and organizational performance. This finding collaborates with the study of Chekwumeka et al (2021), who examined the effect of career development on organizational performance, the study examined the effect of career development on organizational performance, a Study of selected higher institution in Anambra State Nigeria. The study found that career development has significant effect on Organizational Performance.

## **5.0 Conclusion and Recommendation**

### **5.1 Conclusion**

Having examined the effect of organizational climate and employee commitment on organizational performance in Today's Super Store Maiduguri, Borno State, the research concludes that autonomy, cohesion of teamwork, trust, economic compensation and professional development has significant effect on organizational performance in Today's Super Store Maiduguri Borno State.

### **5.2 Recommendations**

Based on the findings of this study, the following recommendations are made:

1. Since there is effect of autonomy on organizational performance, therefore, the organization should endeavor to allow their employees to participate freely so as to contribute more toward organizational achievement.
2. The organization should encourage cohesion of teamwork so as employees would continue working together for better output.
3. Since there is effect of trust on organizational performance, therefore, the organization should maintain employee's trust so as to carry out their work faithfully and confidently for the success of the organization.
4. The organization should improve economic compensation so as the employees should be motivated, which would led to greater output.
5. The organization should improve professional development so as the employees would gain specific skills which would led them to contribute the best toward organizational achievement.

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