

BUILDING EMPLOYEE COMMITMENT THROUGH ORGANIZATIONAL CLIMATE IN THE MANUFACTURING INDUSTRY

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Abstract

This study examined organizational climate and employees' commitment. To achieve the objectives of the study, three research hypotheses were formulated to guide the study. Relevant literature was reviewed anchoring on the Two-Factor Theory and Equity theory. This study adopted a survey research design. The research population in this study comprised 370 staff of Asaba Aluminum Nigeria Pic, Delta State. The researcher used the Taro Yamane formula to determine the sample size of 150 respondents. The questionnaire was the instrument used for data collection while the instrument was validated by two experts in measurement and evaluation. The instrument was administered by the researcher with the help of the supervisors in the establishment with a 100 percent retrieval rate. Data gathered was analyzed using the frequency and the percentage while the hypotheses were tested through Ordinary Least Square (OLS). The findings revealed that job autonomy has an impact on employee morale; leadership style influences employee productivity; there is a relationship between reward system and employee job satisfaction, working environment influences the behavior of the organization; role clarity affects employee commitment; career development has an impact on employee competency and that communication efficiency influences employee performance. The study recommends amongst others that the management of Asaba Aluminum Pic should be more responsive to the physical condition of the work environment such as seasoned tools, machines, and career development programs as this will enhance efficiency in production and increase the quantity of products.

Keyword: *Employee Commitment, Organizational Performance, Manufacturing Industry.*

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1. INTRODUCTION

Organizations confront more challenges than ever in the twenty-first century. These challenges influence all organizations, in any case of their estimate or structure; they are not one of a kind to a specific division or organization. The rising number of changes influencing organizations nowadays poses specific challenges to organizational climate (Nair, 2016). Organizations are continuously looking for ways to make strides in their execution in arrange to compete with and survive their rivals. Organizational environment, concurring to Brown and Leigh (2015), is becoming more pivotal than ever since businesses have to guarantee that those that raise the bar will remain on staff and proceed to put their all into their work in arrange to advantage the company. The essential range of the working environment environment for a bunch of individuals working for a company is called the organizational climate. It was advance highlighted that each action inside an organization affects the climate, whether straightforwardly or in a roundabout way. A favorable climate incorporates a coordinated effect on each organization's capacity to flourish and grow. In differentiation, Motlagh (2012) characterizes an organizational climate (also known as a corporate climate) as a preparation for evaluating the "culture" of an organization. An organizational climate could be a collection of working environment characteristics that representatives straightforwardly or by implication see which are thought to be the essential components influencing worker behavior.

Person suppositions or demeanors around an organization are measured by the organizational climate. The administration or authority styles, association in decision-making, arrangement of challenging work, disposal of boredom and dissatisfaction, arrangement of benefits, personnel approaches, arrangement of great working conditions, and advancement of a scholarly career step are all cases of organizational climate (Muchinsky, 2016). Workers' conclusion of the workplace's climate or climate has a big impact on both the person and the organization. Worker inspiration, behavior, states of mind, and potential are impacted by the climate or climate at work, and this can be anticipated to affect organizational efficiency. When commerce incorporates a positive work environment and open lines of communication, where representatives can voice their concerns have the development opportunity, and realize their potential, at that point, representatives are more likely to be locked in. By centering on the drivers of worker engagement, or its critical viewpoints, the level of engagement can be raised (Adeyemi, 2015). Agreeing with Herscovitch and Meyer (2012), commitment is the degree to which representatives get the organization's points and targets and are arranged to put forward

additional exertion and work harder to back those objectives. Comparable to this, Bateman and Strasser (2014) characterized commitment as a multifaceted characteristic connecting employees' dependability and devotion to their eagerness to put out effort for the sake of the trade and their need to stay individuals. The term "organizational climate" alludes to a person's general recognition of their company and their impact on the work environment, which in turn influences their behavior and demeanors approximately their occupations.

Agreeing with Forehand and Gilmer (2014), the climate could be an unmistakable set of conspicuous characteristics that characterizes an organization, sets it apart from others, and influences how its individuals carry on. Analysts distinguished climate as a key highlight of the inner organizational environment, which comes about from representative arrangements and exercises and applies weight to shape workers' demeanors and behavior (Pritchard and Karasick. 2017). Supervisors can utilize organizational climate as an administration strategy to grant them perceiving bits of knowledge into how their claim individuals see their company. It is hypothesized to be a mental instrument for centering on the person and working to achieve cognitive improvement and execution (Davidson, 2013).

Rahimic (2017) recognized seven basic characteristics of organizational climate to incorporate: Structure (alludes to an organization's level of customs and how well-defined occupations and errands are). Obligations (as measured by the bulkiness of obligations assigned to workers by administration). Hazard (demonstrates whether organization underpins hazard advocate vs. hazard averseness) (shows whether organization advances chance backing vs. chance averseness). Compensate (alludes to advancement procedure of awarding grants to meriting workers) (alludes to advancement framework of designating rewards to meriting workers). Consolation and Help (whether organization is easy-going and indulgent or strict and tense) and Struggle (to what degree a positive and solid environment is in place).

The problem

Organizations have to have distant better; a much better; a higher; a stronger; an improved">a far better understanding of the components influencing people and critical employee-oriented work results as advanced endeavors proceed to battle to outlive or pick up feasible competitive advantage. There's a part of me intrigued by learning more about how workers see the organizational climate because of the expanded importance put on knowing workers and their behavior interior the firm. Cutting edge businesses still battle to outlive or set up an enduring

competitive advantage, hence organizations require distant better; a much better; a higher; a stronger; an improved">a much better get a handle on of the variables affecting individuals and key employee-oriented work results. Since the expanded significance set on knowing workers and their behavior inside the company, there's a part of intrigued in learning more about how representatives see the organizational climate. Concurring with distributed inquiries about, an employee's supposition of how much their boss respects and cares almost their commitment to the work environment impacts their behavior and states of mind (Allen, Shore & Griffeth, 2014). Organizational commitment is fundamental on the off chance that you need to preserve your competitiveness beneath these conditions. There can be no advancement in any trade zone without representative commitment. Organizations require higher levels of efficiency over the board if they are to succeed in the confront of heightening competition. This requires a commitment from all workers, which can only be accomplished through made strides in administration methods within the region of overseeing rewards and stipends, ingraining a sense of reasonableness through competitive compensation and benefits, and actualizing superior administration hones by and large (Coetzee. 2015).

Representatives appear to be generally unsatisfied with the culture of the firm as a whole. Typically based on the researcher's contacts with staff individuals and perceptions of them. There seems to be a few sorts of disappointment, concurring to the faculty. Representatives accept that the taking after characteristics best portray their working environment climate: The need for profitable resources that make it challenging for representatives to perform obligations, destitute communication in which there's no two-way communication between directors and subordinates, and a need for staff improvement are all components that contribute to unchallenging occupations, a need of workforce where specialists are anticipated to perform obligations that were assumed to be performed by other workers, a need of criticism approximately execution, nonattendance of acknowledgment for exercises attempted well through justify or declarations in gatherings, and a need of fabric assets.

Objectives

1. To determine the impact of job autonomy on employee morale
2. To ascertain the effect of a leadership style on employee productivity
3. To establish a relationship between the reward system and employee job satisfaction.

Research Hypotheses

The following hypotheses will be tested.

H₁: Job autonomy does not have an impact on employee morale

H₂: Leadership style does not influence employee productivity

H₃: there is no relationship between the reward system and employee job satisfaction

2. LITERATURE UNDERPINNING

Concept of Organizational Climate

The concept of Organizational Climate was presented within the late 1940s. Climate or environment within the work environment has an impact on employees' inspiration, behavior, demeanors, and goals, which, in turn, is anticipated to impact organizational yield (Adenike, 2011). It has also been famous that the organizational climate is considered exceptionally critical within the life of organizations due to its impacts and relations to the different administrative exercises. It influences employees' fulfillment and execution subsequently the victory of the organization and its progression (Al-Saudi, 2012). Organizational climate is characterized as the steady design of behavior, demeanors, and sentiments that characterize life within the work put and is more powerful to development (Aiswarya and Ramasundaram, 2012). An organizational climate alludes to the values and conviction framework that are not obvious but exist inside the employee's behavior, thought process, and action which impacts their work fulfillment (Moghimi and Subramaniam, 2013). There has been a long-standing concern within the think about of organizational climate among organizational clinicians and it remains generally modern independent of the ponders done over the long time to look at its cause and impact on workers. It is fundamentally learned through socialization preparation and typical intelligence among the organization's individuals. If the shared discernments of hones and strategies alter or contrast in any way, at that point the comes about of these changes or contrasts might deliver a diverse hierarchical climate (Muchinsky, 2016).

Work Independence

The autonomy of workers that takes put due to their strengthening in their organizations encompasses a coordinated relationship with work satisfaction. It has impacts that are advantageous for workers for a long period, and leads them to feel free they have control of their assets of the organization. The strengthening of representatives is additionally an awesome esteem of an organization that leads individuals to concentrate on building their careers. The leading thing that an organization might be involved in is when an organization makes work fulfillment from the starting feeling that workers are enabled and ordinarily makes an impact on every other framework over the time that the organization is in operation (Kosfeld, 2016). In expansion, laborers who appreciate standard contacts with their administration can propose arrangements that are capable of affecting

departmental and organizational choices. The input that's coordinated depends on the readiness of directors to tune in, which in turn propels laborers so that they can create vital considering almost how the execution of an organization can be progressed as a way of making commerce solid. Encouragement, and strengthening that genuinely changes the culture of an organization with the effect of the convictions that the organization holds. For occasion, the directors of an organization are required to alter to the thought a few powers that they have must be given to their youngsters. Too, workers at all levels ought to have the realization that they are entitled to their work fair by having careers; in an inventive culture, the supervisors must go to contributing administrations that are profitable to the organization (Roberts. 2015).

Administration Fashion

Leadership is seen as a social influence process through which one person applies impact intentioned over others to structure the practices and relationships inside a gather or organization. Yuki (1994) opines that the particular build of authority shifts significantly. For occasion, over the past years, the authority has been in terms of individual characteristics, personal conduct, interpersonal impact, situational components, and a combination of these. Agreeing to Singapore Efficiency Affiliation (SPA, 2010), states that authority may be a social impact that a person shows and gets the back of other people in the accomplishment of a common objective. It needs to do with the part somebody plays in impacting adherents in arrange to attain organizational goals. Empirical inquiry conducted by Levin and white (2013) on administration style, identified three major administration styles:

Within the despotic administration fashion, the leaders are exceptionally cognizant of their position. He has little belief and confidence in his subordinates and he feels that "pay" may be a fair compensation for work and is as it were compensation that will spur a laborer. A despotic pioneer gives orders and requests that they be carried out. No questions are permitted and no clarification is given. The gathered individuals guarantee no duty for execution and only do what they are told. Subsequently, generation is sweet when the leader is shown but drops in his nonattendance.

A laissez-faire pioneer has no certainty in his authority capacity. He does not set objectives for the bunch and decision-making is performed by whoever within the gather is willing to acknowledge it. Under

laissez-faire administration fashion, efficiency is by and large moo and work is messy. The bunch has small intrigues in their work resolve and cooperation which are for the most part moo. Law-based administration fashion reflects a leader-to-follower relationship. Where decision-making is shared by the pioneers and individuals of the gather he leads. Beneath a majority rule authority fashion, feedback, and laud are equitably given. A feeling of duty is created inside the group and enhanced productivity. Exhibitions are more often than not tall. Unused thoughts and changes are created.

Etzion (2016) conducted a ponder to determine the relationship between administration practices and determinants utilizing 992 individuals of the organization and 846 staff directors within the Area of Columbia; utilizing one-way examination of fluctuation (ANOVA), it was observed that administration fashion influences organizational execution. Fielder (1996) states that the adequacy of authority to an expansive degree is capable of organizational execution. Luthans (2008) kept up that staff (workers) see bosses as the picture of the organization. Representatives, in this manner, internalize the culture and get to be a container and allocate of the organization. Partharch (2015) affirmed the effect of the administration styles on a firm's execution and found a solid relationship between administration style and organizational execution.

Compensate Framework

The Remunerate framework according to Armstrong (2009) can be depicted as an envelope of interrelated forms and exercises that when put together guarantees that compensated administration is carried out viably for the good thing about the association and the individuals

working there. Pratheepkanth (2011) characterizes the remuneration framework as incorporating all organizational components - counting the individuals, preparing, rules, and choice-making exercises included within the allotment of recompense and benefits to representatives in trade for their commitment to the association". In both definitions, the accentuation is on the remuneration framework as an implication of invigorating positive employees' work conduct towards the actualization of the authoritative objectives and targets. Danish and Usman (2010) emphasized this line of thought by contending that compensation frameworks play a critical part in deciding how the workers are performing their work assignments and it too acts as a stimulant for representative inspiration.

Representative Commitment

Workers can work legitimately as it were in case they are committed, steadfast, and earnest towards the organization and this can be as it were conceivable on the off chance that they are work is secured, fulfilled with the organization, its choices, their compensation bundles, and other comparable components (Kirmizi & Deniz, 2015). Investigate has appeared that work security actuates organizational commitment in laborers. Davy. Kinicki and Scheck (2017) found that work security is significantly related to representative commitment.

Lambert (2013) sees work security as an outward comfort that includes a positive connection with workers' commitment and execution. Iverson (2016) detailed that work security features a critical effect on organizational commitment. Be that as it may. Rosenblatt and Ruvio (2016) detailed in their thinking that organizational commitment and work execution are adversely related with work uncertainty. This finding concurred with the inquiry by Visitor (2014) who found that work security and working conditions had antagonistic impacts on worker commitment and work fulfillment. Be that as it may, Khan, Nawaz, Aleem, and Hamed (2015) in their think about found that work security is altogether related to commitment and execution. This finding was backed by the inquiry about the discoveries of Abdullah and Ramay (2013) who detailed a critical positive relationship between work security and the organizational commitment of workers. This certifies that work security actuates representative commitment in any work circumstance. In other words, workers who see the risk of work security may get to be less committed to the organization they are working for and may choose to stop the work. Hence, fulfillment with work security is emphatically related to both organizational commitment and work execution (Yousef. 2014).

Workers Resolve

Concurring Moscow's (2000) representative assurance portrays the general viewpoint, demeanor, fulfillment, and certainty that workers feel at work. When workers are positive around their work environment and accept that they can meet their most critical career and professional needs, worker assurance is positive or tall. Worker resolve, in human assets, is characterized as the work fulfillment, viewpoint, and sentiments of well-being a worker has inside a work environment setting. Demonstrated to have a coordinated impact on efficiency, it is one of the foundations of commerce (Solob, 2015).

Recognized as one of the major variables influencing efficiency and generally monetary steadiness of any trade, moo assurance may lead to decreased concentration, which in turn can cause mistakes, poor customer benefit, and missed due dates. It can contribute to a high turnover rate and truancy. Worker assurance was demonstrated to be hindering the trade in these regards. Assurance can drive an organization forward or can lead to representative discontent, destitute work execution, and non-appearance (Ewton, 2015). With moo resolve comes a tall cost tag. The Gallup Organization gauges that there are 22 million effectively separated workers costing the American economy as much as \$350 billion per year in misplaced efficiency counting non-appearance, ailment, and other issues that result when representatives are despondent at work. Coming up short of addressing this issue leads to diminished efficiency, expanded rates of truancy and related costs, expanded clashes within the work environment, expanded client or buyer complaints, and expanded worker turnover rates and costs related to selection and training substitution staff.

Employee's efficiency

Efficiency is related to amount of yield, quality of yield, convenience of yield, nearness/ participation on the work, productivity of the work completed [and] viability of work completed" (Mathis & Jackson 2009). Representative efficiency is the fruitful completion of assignments by a chosen person or people, as set and measured by an administrator or organization. to pre-defined acceptable measures while proficiently and successfully utilizing accessible assets inside a changing environment. (Adeyemi, 2013).

Aguinis (2009) portrayed that "the definition of efficiency does not incorporate the comes about of an employee's behavior, but as it were the behaviors themselves. Efficiency is almost behavior or what representatives don't. around what workers deliver or the results of their work.

Representative efficiency speaks to the common conviction of the worker around his behavior and commitment to the victory of the organization. Representative efficiency may be taken from the point of view of three variables that make it conceivable to perform way better than others, determinants of execution may be such as explanatory information, procedural information, and inspiration (McCloy, 2014). HR hones have a positive effect on the execution of people.

Work Fulfillment

Work fulfillment on the other hand is employees' cognitive, and full of feelings towards their work. It is the common state of mind several rewards specialists get and the sum they accept they ought to get (Robbins. 2008). Analysts have moreover demonstrated that work fulfillment could be an indicator of organizational commitment (Cost, 2007). A tremendously larger part of an inquiry shows a positive relationship between work fulfillment and commitment (Bosholf & Mels, 2014). In any case, Kalleberg and Mastekaasa (2012) detailed a non-significant relationship between work fulfillment and commitment. But Tett and Meyer (2013) appeared that a satisfaction-to-commitment model accept that fulfillment could be a cause of commitment. This suspicion is backed by the work of Bull (2005) who detailed a noteworthy relationship between work fulfillment and organizational commitment. The ponder too uncovered a critical relationship between standardizing commitment and work fulfillment, a noteworthy relationship between continuation commitment and work fulfillment, but a direct relationship between work fulfillment and full of feeling commitment among investors. Hence, both work fulfillment and organizational commitment have appeared to be emphatically related to execution (Benkhoff, 2007) and adversely related to turnover (Clugston. 2010). Agreeing with Randall, Fedor, and Longenecker (2010), work fulfillment appears whether people are connected to an organization, would as it complied with bearings, or would stop the organization.

Relationship between Organizational Climate and Representative Commitment

Past inquiries about discoveries have demonstrated that there exist connections between the measurements of organizational climate and organizational commitment. For case, Spector (1997) cites that work fulfillment may be a related indicator of organizational commitment; Gregersen and Dark (1996) set that the work process would upgrade a sense of felt duty that driven to an increment in commitment among representatives; Varona (2002) found that there's

a relationship between communication and organizational commitment in terms of criticism and reactions from both upper level and representatives; Mitchell, Holtom, Lee, Sablinski & Erez, (2001),

Osborn, Moran. Musselwhite & Zenger (1990), and Wellins, ham, and Wilson (1991) demonstrate that groups contribute to way better results for commerce organizations due to representatives' commitment to the organizations; and Point and Perry (1981) set that appropriate authority and inspiration impact commitment and would result in organizational viability. In expansion, Steel et al (1992) found that worker recognition of decision-making impact was emphatically connected with organizational commitment of representatives. Lastly, organizational commitment has been frequently cited within the writing to be both a subordinate variable as well as a variable for predecessors such as age, residency, and instruction (Mathieu and Zajac, 1990; Fauziah 2008). Organizational climate influences how worker deliberately or unknowingly considers, make choices and eventually the way they see, feel, and act. This see was certified by analysts who insinuated that, employees elect to commit their work- lite to an organization mentally and physically especially when the values of the organization are in arrangement with theirs. Hence, culture is the foremost critical trademark of great companies (Peters and Waterman. 2006). Organizational culture could be a combination of esteem framework and suspicions that lead an organization to run its trade (Zahoor, 2015).

Hypothetical system

The theoretical foundation was based on the Two-Factor Hypothesis and Value hypothesis.

Frederick Herzberg's Two-Factor Hypothesis

Frederick Herzberg kept up that two completely distinct sets of variables decide representative behavior in organizations. These incorporate Cleanliness variables and Sparks. Herzberg set up that variables that showed up to guarantee an employee's work fulfillment were associated with the work substance or the viewpoints of the work itself and he alluded to them as sparks, in the meantime, variables that showed up to cause employee dissatisfaction were associated to the work setting; and he alluded to them as cleanliness variables (Herzberg, 2000).

This hypothesis hence reproves that commerce directors ought to dodge being one-sided in making choices concerning components that guarantee fulfillment and inspiration for ideal

execution. Based on his work, Herzberg (1987) at that point set that in arrange to guarantee work fulfillment, the taking after conditions ought to be guaranteed within the organization: arrangement of accomplishment and headway openings, acknowledgment for execution, guaranteeing fit between employees' competencies and assignments, guaranteeing learning and improvement openings. The motivation-hygiene hypothesis is hence relevant for this investigation because it uncovers that cleanliness variables counting supervision, pay and benefits, company approaches, and work environment are crucial to maintaining a strategic distance from work disappointment and inspirations, which incorporate, learning and improvement openings, challenging assignments, rewards and acknowledgment for execution, headway and development openings, guaranteeing fit between worker competencies and tasks are critical to higher efficiency levels from representatives. Hence, looking at the relationship between inspiration and efficiency grapples with this hypothesis.

Empirical Review

Dangogo (2019) inspected the relationship between organizational climate and worker commitment in broadcast communications companies in Harbour Harcourt. The think about embraced a cross-sectional inquiry about overview plan in its examination of the factors. Essential information was created through an organized, self-managed survey. The target populace was 437 representatives of the four Genera! The framework of Versatile media transmission (GSM) firms in Harbour Harcourt. The think about the test was 208 representatives calculated utilizing Taro Yamane's equation for test estimate assurance. The unwavering quality of the instrument was moreover accomplished through corroborative tests utilizing the Crombach Alpha coefficient. The information produced was analyzed and displayed utilizing both clear and inferential factual methods. The speculations were tried utilizing the Spearman rank arrange relationship Coefficient. The tests were carried out at a 95% certainty interim and a 0.05 level of noteworthiness. Observational discoveries uncovered that there's a positive and noteworthy relationship between organizational climate and representative commitment in broadcast communications companies in Harbour Harcourt. The ponder concludes that organizational climate altogether impacts worker commitment in broadcast communications companies in Harbour Harcourt. One of the suggestions was that the administration at work environment ought to regard workers and treat them reasonably by increasing in value their input to guarantee they feel esteemed by the organizations which they serve.

Abdul-Nasser (2014) explores the impacts of the seven measurements of organizational climate (Structure, Duty, Chance, Remunerate, Warmth, and Back. Strife, and Anticipate Endorsement) on the three sorts of organizational commitment (Full of feeling, Continuation, and Standardizing). The reason for this paper is to look at in case a relationship exists between each perspective of organizational climate and each sort of representative commitment. The inquiry about reports comes from 214 study surveys. Members were people working in medium and expansive measured organizations found in Lebanon. Comes about shows that emotional commitment is exceedingly related to five components of organizational climates: structure, duty, warmth and back, strife, and anticipated endorsement. Moreover, continuation commitment is affected by three organizational climates: rewards, warmth and back, and structure. In addition, regulating commitment is altogether related to three organizational climates: rewards, warmth and back, and anticipated endorsement.

Swastadiguna (2016) decided on the impact of organizational climate and work fulfillment on organizational commitment and clarified the interceding part of work fulfillment on the impact of organizational climate on organizational commitment. This inquiry was conducted at Perusahaan Daerah Pasar Rota Denpasar, Bali, Indonesia. Proportionate arbitrary examining is utilized to decide the number of tests and the test is 84 representatives. The information was collect by meet and surveys dispersion which contain a few explanations from each marker of each variable in this ponder. Halfway Slightest Square strategy is utilized to examine the information. The comes about appeared that organizational climate had a positive and critical effect on organizational commitment that intervened by work fulfillment. The suggestion of this consideration is (1) to bolster the theoretic concept, writing and past think about comes about, which indicate that organizational climate emphatically and altogether influences work fulfillment and organizational commitment, (2) the company ought to pay more consideration and make distant better; a much better; a higher; a stronger; an improved">a distant better organizational climate as well as the employees work fulfillment so that the workers can appear distant better; a much better; a higher; a stronger; an improved">a higher organizational commitment, (Kifordu, 2022).

Gap in Literature

The writing surveyed is on organizational climate and representative commitment in organizations. We have watched the connections that exist between the different suppositions of diverse creators on the subject matter. The connections emphasized the require for bosses to

endeavor to supply satisfactory conditions of benefit to their workers in terms of giving both their physiological and mental needs. These will unquestionably spur the specialists to put more endeavors into the victory of the organizations. The total suppositions of the creators indicate that reward systems have positive impacts in boosting of assurance of laborers in organizations. Despite the over endeavors and endeavors so distant appeared within the writing audit on organizational climate and worker commitment in organizations.

3. METHODOLOGY

This study adopted a survey research design. The research population in this study comprised 370 staff of Asaba Aluminum Nigeria Pic. Delta State. The researcher used the Taro Yamane formula to determine the sample size of 150 respondents. For this study self-developed questionnaire was used to gather information from the respondents. This method is used because it is not biased. The instrument was pilot-tested among 20 employees of Ogwebuiké Holdings Agbor, and the Cronbach alpha statistical test was used to ascertain the reliability coefficient of the instrument. The reliability coefficient obtained was 0.76 which was deemed reliable for the study. The study was presented in a frequency table using the variables, the frequency, and the percentage while the hypotheses were tested through Ordinary Least Square (OLS) using Statistical Package for Social Sciences (SPSS) version 20.

4. DATA PRESENTATION AND ANALYSIS

Demographic Data of the Respondents

TABLE 1: Sex Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulativ
Valid MALE	68	58.2	58.2	58
FEMALE	40	41.8	41	100
Total	11	100.	100.	

Source: Survey, 2022

The table above shows that 58.2% of the respondents are Male and 41.8% are female. This means that there are more male than female respondents in the study.

TABLE 2: Age Distribution of Respondents

	Frequenc	Percent	Valid	Cumulativ
Valid BELOW 17YRS	14	12.0	12.0	11.7
18-22YEARS	49	41.9	41.9	43.8
23-26YEARS	26	22.2	22.2	64.4
27-30YRS	16	13.7	13.7	87.7
31YRS AND	10	8.5	8.5	100
Total	117	100.0	100.0	

Source: Survey 2022

The table above shows that 12% of the respondents fall below 18 years, 41.9% within the age range of 18 - 22yrs, 22.2% fall within the age of 23 - 26years, 13.7% fall between 27 - 30yrs, and the remaining 8.5% are 31yrs and above. This means that there are more respondents between the ages of 18-22 years in the study.

TABLE 3: Marital Status Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
SINGLE	64	54.7	54.7	55.8
MARRIED	53	45.3	45.3	100.0
Valid Total	117	100	100	

Source: Survey 2022

The table above shows that 54.7% of the respondents were single while, 45.3% of the respondents were married.

TABLE 4: Education Qualification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ND OR EQUIVALENT	42	35.0	35.0	35.0
FIRST-DEGREE OR	63	52.5	52.5	76.0
MASTER OR EQUIVALENT	15	12.5	12.5	100.0
Total	117	100.0	100.0	

Source: Survey 2022

The table above shows that 42 out of 17 respondents have ND or equivalent qualification and this gives 35% of the whole respondents, 63 out of 120 respondents have a first degree or equivalent qualification and this gives 52% of the respondents while 15 out of 120 respondents have a master degree or equivalent qualification and this gives 12% of the respondents. This means that there are more respondents with school certificates or equivalents in the study.

Test of Hypotheses

Hypothesis 1:

Ho: Job autonomy does not have an impact on employee morale

$\alpha = 0.01$

Critical value = 0.000

Decision rule: If sig. value ≤ 0.01 , reject H_0 .

Table 5: Correlations

		JOB	EMPLOYEE
JOB AUTONOMY	Pearson Correlation	1	.603**
	Sig. (2-tailed)		.000
	N	117	117
EMPLOYEE	Pearson	.603**	1
	Sig. (2-tailed)	.000	
	N	117	117

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

Interpretation: From the table above, the Sig. value (0.000) is less than 0.01. we reject H_0 . Therefore we conclude that job autonomy has an impact on employee morale at a 1% significance level; also the Pearson correlation coefficient (0.603) shows that there is a moderate positive relationship between job autonomy and employee morale.

Hypothesis 2:

H_0 : Leadership style does not influence the employee productivity

$\alpha = 0.01$

Critical value = 0.001

Decision rule: If sig. value ≤ 0.01 , reject H_0 .

Table 6: Correlations

		LEADERSHIP STYLE	EMPLOYEE PRODUCTIVITY
LEADERSHIP	Pearson	1	.470**
	Sig. (2-tailed)		.001
	N	117	117
PRODUCTIVITY	Pearson	.470**	1
	Sig. (2-tailed)	.001	
	N	117	117

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

Interpretation: From the table above, the Sig. value (0.001) is less than 0.01, we reject H_0 .

Therefore, we conclude that leadership style influences employee productivity at a 1% significance level; also the Pearson correlation coefficient (0.470) shows that there is a weak positive relationship between leadership style and employee productivity.

Hypothesis 3:

H_0 : There is no relationship between the reward system and employee job satisfaction

$\alpha = 0.01$

Critical value = 0.003

Decision rule: If sig. value \leq 0.01, reject H_0 .

Table 7: Correlations

		REWARD	EMPLOYEE
		SYSTEM	JOB
REWARD	Pearson Correlation	1	.407**
	Sig. (2-tailed)		.003
	N	117	117
SATISFACTION	Pearson Correlation	.407**	1
	Sig. (2-tailed)	.003	
	N	117	117

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

Interpretation: From the table above, the Sig. value (0.003) is less than 0.01, we reject H_0 . Therefore, we conclude that there is a relationship between reward system and employee job satisfaction at 1% significance level; also the Pearson correlation coefficient (0.407) shows that there is a weak positive relationship between reward system and employee job satisfaction.

5. FINDINGS

Results from the study reveal that; job autonomy has an impact on employee morale; leadership style influences employee productivity; there is a relationship between reward system and employee job satisfaction, working environment influences the behavior of the organization; role clarity affects employee commitment; career development have impact on employee competency and that communication efficiency influences employee performance. This finding is in agreement with that obtained by Adenike (2011), Muchinsky (2016), and Kofsfed (2016) that climate or environment in the workplace affects employee's motivation, behavior attitudes, and aspirations, which, in turn, is predicted to influence organizational output: and that if the shared perceptions of practices and procedures change or differ in any way, then the results of these changes or differences could produce a different organizational climate. They further added that the best thing that an organization could experience is when an organization creates job satisfaction from the initial feeling that

employees are empowered, and usually creates an influence on every other system over the time that the organization is in operation.

6. CONCLUSION

From the findings, it is apparent that passionate employees will contribute more efficiently towards the growth of the organization. Hence, an organization's work climate which includes physical condition (tools, machines), design or structure, leadership style, interpersonal relations, values, and behavioral norms has a significant effect on employee commitment in the manufacturing company. In addition, variables such as autonomy, leadership style, reward system, and growth opportunities instill passion in employees to be more productive. The implication here is that a favorable organizational climate or work environment will enable enhanced efficiency in production.

Organizational climate is based on the premise that the overall health of an organization can be assessed by measuring individual employees' perceptions of their work environments. Together these individual observations serve as aggregate data describing how well the organization performs and how well it treats its employees. In other words, organizational climate represents how the employees feel about the atmosphere in the organization. For the development of an organization, it is necessary to make employees feel good, as employees are the key resources of an organization.

Recommendations

1. The management of Asaba Aluminium Pic should be more responsive to the physical condition of the work environment such as seasoned tools, machines, and career development programs. This will enhance efficiency in production and increase the quantity of products
.The top management team should continually conduct workshops, or seminars to update Plant Supervisors on different leadership styles that are most appropriate for any situation to instill passion in employees for greater performance.
2. Most importantly, the management team should show recognition and appreciation for work well done. This undoubtedly has a far-reaching effect on the motivation of employees and facilitates job satisfaction to perform better as positive reinforcement increases the probability of a recurrence of the desired behavior.
3. There should be effective management of organizational size to empower workers and

improve the competitiveness of organizations and Management of Asaba Aluminum Pic should provide a very conducive work environment that will recognize the work efforts of organizational members to make them contribute positively to the attainment of the corporate objectives of the organization

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