Sapientia Global Journal of Arts, Humanities and Development Studies (SGOJAHDS), Vol.7 No.1 March, 2024; p.g. 9 – 15; ISSN: 2695-2319 (Print); ISSN: 2695-2327 (Online)

INFLUENCE OF ORGANIZATIONAL CLIMATE ON THE PRODUCTIVITY AMONG ADMINISTRATIVE EMPLOYEES AT TAI SOLARIN UNIVERSITY OF EDUCATION

[1]OLATOYE, ADEOLU O. (PhD), [2]OKUSANYA, A. O. (PhD), [3]OJEYINKA A. G. AND [4]ESSANG, V. E.
[1,3]Department of Business Education and [2,4]Department of Entrepreneurship Education
Tai Solarin University of Education, Ijagun, Ogun State, Nigeria
E-mail: olatoyeao@tasued.ng
GSM: +2348033798629

ABSTRACT

This study employed a descriptive study design to comprehensively assess the current organizational climate at Tai Solarin University of Education (TASUED) as perceived by administrative employees. A survey of both senior and junior administrative staff was conducted using a convenience sampling approach, with a total of 100 respondents participating. The research instrument utilized a questionnaire comprising two sections: Section A collected sociodemographic information, while Section B focused on the study's objectives, employing a four-point Likert scale. The instrument demonstrated strong reliability with a Cronbach Alpha coefficient of 0.89. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS) to calculate mean scores and standard deviations. The findings revealed a generally favorable organizational climate within TASUED, closely aligned with high levels of job satisfaction and engagement among administrative employees. However, a noteworthy disconnect was observed between different stakeholders' perspectives and recommendations. This incongruity underscores the need for refinements in certain aspects of TASUED's organizational climate to better meet the expectations of its administrative staff. Addressing these identified gaps through comprehensive surveys and focused group deliberations could lead to a more conducive organizational climate, increased job satisfaction, heightened engagement, and enhanced productivity among administrative employees at TASUED.

Keywords: Influence, Organizational Climate, Productivity, Administrative Employees, TASUED.

Introduction

In contemporary organizations, Human Resource Managers grapple with increasingly pivotal issues concerning occupational health and safety. The imperative to maintain and care for the workforce, akin to any other valuable resource, has gained paramount significance in optimizing productivity (Casio, 2019). The prevalence of individuals spending approximately half their lives in indoor environments underscores the profound influence of workplace settings on their mental well-being, actions, capabilities, and performance Productivity, a multifaceted construct, is frequently assessed by examining the extent to which the organizational climate exerts its influence. Quantitative measures, such as the number of hours or percentage of time lost, are utilized to objectively gauge productivity (Learnan, 1993). Additionally, the concept of job performance encapsulates diverse indicators, including quantity and quality of work, adherence to deadlines, error frequency, responsibility, creativity, interpersonal relationships, and autonomy (Brill, 2018). Notably, optimizing

employee productivity is intrinsic to augmenting profits for organizations, irrespective of their scale (Chandrasekar, 2011).

Browlerand Brass (2006) underscores the significance of an organizational climate that promotes employee satisfaction and encourages the free exchange of ideas as a potent motivator for enhancing productivity. Job-related factors within the organizational climate are pivotal determinants of job satisfaction, which, in turn, profoundly influences staff productivity. In light of these multifaceted dynamics, it is essential to recognize the pivotal role of the administrative environment within organizational hierarchies. Administrative employees, often classified as non-managerial staff, operate within a top-down framework where their output is monitored and managed from higher echelons.

The burgeoning enrollment in public universities, fueled by programs like parallel programs, has introduced complex management and administration challenges. These challenges necessitate a nuanced understanding of the organizational climate in which administrative staffs operate and its consequential influence on performance and productivity. Despite enhancements in compensation and promotions linked to performance appraisal, the well-being of employees in the workplace remains a critical determinant of productivity, given the substantial time spent in this environment. Employee absenteeism, a pervasive issue, further underscores the need for organizations to prioritize employee well-being to promote productivity.

In the pursuit of sustainable and heightened productivity, organizations and employers must acknowledge the environmental context within which their employees operate and proactively address it to enhance employee well-being and productivity.

Methodology

Research Design

The study adopted the Descriptive Study design; this allowed the researcher to identify the state of the study problem and to represent it in a temporary determined moment, but they do not establish causal inferences. Descriptive studies generally use the survey as methodology, in which the most important thing is the correct elaboration of questions, as much in quantity as in quality. Samples of the population are selected to find the incidence, distribution and relative interrelations among social and psychological variables. Descriptive research allows the researcher to generate new knowledge of the subject by describing characteristics of persons, situation and the frequency with which certain phenomena occur (Burns & Grove, 2017).

Sample and Sampling Techniques

The researcher undertook a survey of administrative employees in the senior administrative and junior administrative staff. The study adopted a convenience sampling approach to select 100 respondents. The samples were selected from the total population of administrative staff at Tai Solarin University of Education (TASUED), as presented in Table 1.

Table 1: Sample Size of the Study

Respondent Category	Male	Female	Total
Senior – Administrative Staff	49	33	**82**
Junior Administrative Staff	57	22	**79**
Total	**106**	**55**	**161**

Source: Field Survey 2024

Research Instrument

The questionnaire comprised of sections A and B. Section A addressed the sociodemographic information of the respondents namely: gender, age, level of education and administrative hierarchy, while Section B addressed the objectives of this study. And will elicited personal information Section B is a four-point Likert scale (ranging from Strongly Agree' Agree, Disagree and Strongly Disagree"). Twenty items questionnaire evaluating the influence of organizational climate on the productivity of administrative employees at TASUED was employed. The reliability of the instrument was determined by using the Cronbach Alpha method which yielded a reliability coefficient of 0.89.

Method of Data Analysis

To gain a deeper understanding of the study participants, the researcher initially examined their demographic profiles. Subsequently, the data collected in the second section of the questionnaire was segmented into four distinct sections, aligning with the questionnaire's dimensions. Each dimension was analyzed and described separately. The Statistical Package for Social Sciences (SPSS) was employed to calculate the mean score and standard deviation for each item. Mean score higher than 2.5 indicate a high value closer to strongly agree of the likert scale; however a mean score below 2.5 indicate otherwise.

Results and Discussion

Table 2 Gender of respondents

ITEM		Frequency	Percent
Gender	Male	44	44.00
	Female	56	56.00
Age Group	25-29	8	8.00
	30-34	27	27.00
	35-39	15	15.00
	40-44	21	21.00
	45 and above	29	29.00
Level of Education	Certificate	16	16.00
	Diploma	23	23.00
	Bachelor Degree	32	32.00
	Postgraduate	29	29.00
Position in administration	Senior Administrative Staff	32	32.00
	Junior Administrative Staff	68	68.00
Duration in current position (years)	0-1	9	9.00
	1-5	13	13.00
	6-10	15	15.00
	More than 10	63	63.00

Source: Field Survey, 2024

For the remaining sections of the questionnaire the study addressed to assess the current organizational climate at Tai Solarin University of Education (TASUED) as perceived by administrative employees; determined the impact of the organizational climate on the job satisfaction levels of administrative employees at TASUED; analyzed the relationship between the organizational climate and the engagement levels of administrative employees at TASUED. and examined the mediating role of job satisfaction in the relationship between the organizational climate and the productivity of administrative employees at TASUED (as presented in Tables 3-6).

Analyzing Section B of the Questionnaire

Research Objective 1: Assessed the current organizational climate at Tai Solarin University of Education (TASUED) as perceived by administrative employees. The survey results show that most administrative workers submitted that they have quite condudive working environment which is ideal for their productivity and job satisfaction.For instance, the university's leadership effectively communicates its vision and goals to administrative employees (M=3.30, SD=0.53). Administrative employees feel valued and appreciated for their contributions to TASUED(M=3.19, SD=0.90).TASUED provides opportunities for professional growth and development for administrative employees. However, they disagreed with inclusiveness in the policy making process in the organization, which may promote some dissenting views especially from the junior administrative staff members "Administrative employees believe that their opinions and suggestions are considered in decision-making processes. (M=2.20, SD=1.12).

Table 3: To assess the current organizational climate at Tai Solarin University of Education (TASUED) as perceived by administrative employees

	ISSUES RAISED	**RESPONSES**	
		Mean	Standard Deviation
1.	The university's leadership effectively communicates its vision and goals to administrative employees.	3.20	0.53
2.	Administrative employees feel valued and appreciated for their contributions to TASUED.	3.19	0.90
3.	TASUED provides opportunities for professional growth and development for administrative employees.	3.25	0.88
4.	Administrative employees believe that their opinions and suggestions are considered in decision-making processes.	2.20	1.12
5.	Administrative employees have a clear understanding of the university's core values and mission.	3.08	0.82
	GRAND MEAN	3.09	4.75

Source: Field Survey, 2024

Research Objective 2: Determined the impact of the organizational climate on the job satisfaction levels of administrative employees at TASUED
. The survey results show that most administrative workers expressed satisfaction with their jobs in relation to the organizational climate provided. For instance,the organizational climate at TASUED positively influences my job satisfaction (M=3.34, SD=0.87). The working conditions at TASUED contribute to my overall job satisfaction (M=3.72, SD=0.46). TASUED's organizational culture enhances my job satisfaction (M=3.47, SD=1.03).

Research Objective 3: To analyze the relationship between the organizational climate and the engagement levels of administrative employees at TASUED.

	ISSUES RAISED	**RESPONSES**	
		Mean	Standard Deviation
1.	I feel engaged and motivated in my role at TASUED.	3.09	0.67
2.1.	The organizational climate at TASUED fosters a sense of belonging and commitment among administrative employees.	3.54	0.95
3.	The university provides opportunities for administrative employees to actively participate in decision-making processes.	1.72	1.46
4.	The organizational climate positively affects my level of engagement with my work.	3.17	0.92
5.	Administrative employees are encouraged to contribute innovative ideas to improve the university's operations.	2.6	1.47

Source: Field Survey, 2024

From the findings of the study, it can be opined that the administrative staff members feel engaged and motivated which may result from certain organizational motivating factors. For instance, "The organizational climate at TASUED fosters a sense of belonging and commitment among administrative employees" (M=3.54, SD=0.95). "The organizational climate positively affects my level of engagement with my work" (M=3.17, SD=0.92).

Research Objective 4: To examine the mediating role of job satisfaction in the relationship between the organizational climate and the productivity of administrative employees at TASUED.
The survey results show that the administrative staff members' job satisfaction reflects in their productivity. The results further buttress the findings of previous authors that improving job satisfaction can lead to increased productivity (Azher, 2019; Burns & Groove, 2018; Ikonne&Madukoma, 2016)

	RESPONSES		
	ISSUES RAISED	Mean	Standard Deviation
1.	My level of job satisfaction significantly influences my productivity at TASUED.	3.14	1.03

2.	A positive organizational climate enhances my job satisfaction, which in turn positively impacts my productivity.	3.25	0.88
3.	When I am satisfied with my job, I am more motivated to be productive.	3.08	0.82
4.	Job satisfaction acts as a bridge between the organizational climate and my overall work performance.	3.39	0.49
5.	Improving job satisfaction among administrative employees can lead to increased productivity at TASUED.	3.36	0.48

Source: Field Survey, 2024

Conclusion

One of the notable outcomes of this investigation is the observation that the organizational climate within TASUED is generally favorable to fostering productivity. However, an apparent disparity emerges between the perspectives and recommendations of individuals involved in the university's decision-making processes. This discernible incongruity underscores the possibility that certain aspects of TASUED's organizational climate require refinement to better align with the discerned requirements and anticipations of its administrative staff. The rectification of these identified gaps has the potential to engender a more favorable organizational climate, enhanced job satisfaction, heightened engagement, and increased productivity among the administrative workforce at TASUED. To address these prospects, it is advisable for the university administration to contemplate the execution of more comprehensive surveys and engage in focused group deliberations. These endeavors would serve to pinpoint specific domains in need of enhancement and facilitate the formulation of strategies aimed at ameliorating the university's organizational climate.

REFERENCES

Azhar N., M. (2019). Effect of Human Resource Management Practices on Employees Satisfaction: An Empirical Study of Iraq. *International Journal of Academic Research in Business and Social Sciences*, *9*(2).

Azhar Naima, M. (2019). Effect of Human Resource Management Practices on Employees Satisfaction: An Empirical Study of Iraq. *International Journal of Academic Research in Business and Social Sciences*, *9*(2).

Bowler, W. M., & Brass, D. J. (2006). Relational correlates of interpersonal citizenship behavior: a social network perspective. *Journal of applied Psychology*, *91*(1), 70.

Burns, N. and Grove, S. K. (2018). Understanding nursing research. 3rd Edition. Philadelphia. W. B. Saunders Company.

Casio, W. F. (2013). Managing Human Resources: Productivity, Quality of Work Life, Profits. New York,USA: McGraw-Hill Irwin.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, *1*(1), 1-19.

Ijaiya, G., Ijaiya, M., Bello, R., & Ajayi, M. (2011). Economic growth and poverty reduction in Nigeria. *International Journal of Business and Social Science*, *2* (15), 147 - 153.

Ijeoma, N. B. (2014). Impact of cost of conflict on economic development in Nigeria. *International Journal of Open Scientific Research, 2*(1), 13-31.

Ikonne, C. & Onuoha, U. (2015). Factors influencing job satisfaction of librarian in federal and state university libraries in Southern Nigeria. *Open Access Library Journal*, 2(2), 1-9.

Jurgen, B. (2010). On the cost of violence and the benefits of peace. Fourteenth annual international conference on economics and security, 17–18 June, Izmir, Turkey, pp. 1–9.

Leaman, A., &Bordass, B. (1993). Building design, complexity and manageability. *Facilities*, *11*(9), 16-27.

Okoro, E. G., &Egbunike, P. A. (2016). Cost of peace accounting and national security in Nigeria. *Journal of Trending Economy and Management, 27*(3), 49-56.

Oriavwote, V. E., & Samuel, J. E. (2013). A vector error correction modeling of security spending and economic growth in Nigeria. *Account and Finance Research, 2*(2), 59-68.

Oshilim, N. G., &Akpesiri, O. P. (2015). Governance, employee engagement and improved Productivity in the public sector: the Nigerian experience. *Journal of Investment and Management*, *4*(5), 141-151.

Stiglitz, J. E. (2012). Estimating the costs of war: Methodological issues, with applications to Iraq and Afghanistan

TASUED (2018). Strategic Plan 2008 – 2013. TASUED printing press.