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ORGANIZATIONAL CLIMATE AND ITS IMPLICATION ON ENGAGEMENT OF STAFF: A LIBRARY PERSPECTIVE

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ABSTRACT

Purpose: this work examined the place of OC in determining employees' engagement in the libraries of publicly owned universities in Anambra State. Specifically, the study ascertained the nexus between Support Climate and Vigour in the studied institutions.

Design/methodology/approach: survey research design was deployed for the study which was carried out in Anambra State, Nigeria. The population of the study consisted of 107 Library Staff in Nnamdi Azikiwe University and Chukwuemeka Odumegwu Ojukwu University, Anambra State. A complete enumeration method was deployed to capture all the opinions of the respondents. The data collection was done through a structured questionnaire, A total of 107 copies of the questionnaire was distributed, 97 was collected, but only 95 copies were used for the analysis Data analysis was done using simple regression, and hypothesis tested at a 5% level of significance.

Findings: the result revealed that a positive relationship exists between Support Climate and Vigour ($R = .982$). It is indicated that a 96% change in Vigour is explained by changes in the Support Climate in the selected libraries in Anambra State, Nigeria ($R\text{-Square} = .964$; $F\text{-statistics} = 2471.410$ $P\text{-value} < 000$).

Originality/Value: This study concludes that for the Staff of libraries in the studied schools to perform their duty with vigour, they have to perceive that the institutions and their management truly cares, supports and shows concern for the employees. This is therefore, the value this study adds to literature and research as it concerns libraries in Anambra State, Nigeria.

Keywords: Organizational Climate, Employee Engagement, Support Climate, Vigour and Libraries

INTRODUCTION

The sustenance of any form of organization is mostly contingent on the performance of its Human Resources (HR). Hence, most researchers, industry and management experts refer to HR as the bedrock and single most important resource for firms. This was the position of Nabilla and Riyanto (2020) who aver that HR is one of the most essential assets of every firm. Also, Gosain and Sinha (2021) posit that an effective workforce and employee base is an asset for an organization as well as its integral parts. This is true for both manufacturing and service offering firms. However, this is more pronounced for service rendering firms, as they come in contact more with clients and customers. Hence, libraries being part of service rendering firms need employees to be on top of their game, so as to remain relevant in the industry.

Libraries perform the task of storing and providing materials in different forms to students, organizations and the general public, to increase their knowledge base. A library is a holding of diverse kinds of information materials and tools for disseminating relevant information (Omehia, 2019). Library's main aim is to provide data for some people and information to others, to be able to make an informed decision, because information is important to anybody and any organization. Apata and Ogunrewo (2018) view information as power and an important working tool for the advancement of humans and society. It is required for individual growth and development and by extension, societal growth and change (Ekoja, 2016). Therefore, libraries occupy a central position in the growth dynamics of nations. For them to actualize this growth goal, their employees play a significant role. Hence, whatever influences the performance and engagement of the employees need to take a pride of place in the libraries. Organizational Climate (OC) is one of such performance and engagement determining variables in most firms.

Organization Climate (OC) is one of the most important performance determinants of organizations, as it measures the perception of employees and their beliefs about what is going on in the organization. Perception of a good climate makes employees to be better engaged, while the reverse will be the case if a bad climate is perceived. Employees who perceive their working climate to be favourable are almost likely to exhibit good behaviour and perform better in the organization, but when the reverse is the case, the employees may not perform to their optimum (Olibie, Uzochina & Eziuzor, 2015). It determines how employees carry out their duties and responsibilities according to procedures or not (Purwanti & Nurhayati, 2016).

The performance of employees of public libraries in government-owned universities in Anambra State could depend on how engaged employees of those institutions are. Where engagement deals with how committed and the strength of task execution the employees deploy in the institutions. Hence, this study intends to examine the place of OC in determining employees' engagement in the libraries of publicly owned universities in Anambra State. Specifically, the study seeks to examine the nexus between Support Climate and Vigour in the studied institutions.

REVIEW OF RELATED LITERATURE

Just like organizational culture, one organization can be differentiated from another organization by just looking at the climate existential in the organization. OC depends on several factors that could be generally termed as the characteristics of an organization such as structure, size, area of activity, age of members and traditions. It also depends on the characteristics of the staff: level of education, age, cultural level and managerial style (Popa, 2011).

When the climate of an organization is strong, then there is a better understanding of various dynamics such as norms, values and practices in the organization. Oladipo (2013) explicates that practically speaking, when organizational climates are strong, members have a similar understanding of the norms, practices, and expectations associated with climates relating to areas such as safety, service, ethics, and the likelihood of manifesting the right attitude to work would be higher. Similarly, the study of Harmius, Yunus & Musnadi (2021) point that it is a combination of various aspects of the work environment that is accepted and felt directly or indirectly by employees which will determine the employee's behaviour. Hence, OC has the potential of making employees more engaged to the organization given a positive climate of work.

There are numerous definitions of the concept of OC however; there are few characteristics that could be related to the concept from the several definitions of the concept. Common to all the definitions is the fact that OC encompasses the organizational atmosphere and how employees feel, what employees believe, and what employees perceive to be real within the organizational boundaries (Amah, Nwuche & Chukuigwe, 2013). OC can be viewed as an illustrative idea that mirrors the regular view and understanding of all individuals with respect to the different components of the organisation, for example, structure, frameworks and practices. It is the individual perception toward a particular condition that shows the internal environment quality of the organization, toward what they see and what they feel, and what the member of the organization thought (Nugroho, Nurulita & Sihite, 2020).

A positive perception of OS by employees makes them feel that the firm is looking out for them and this could lead to the employees exhibiting healthy behaviour and having a good relationship with the firm. OS is employee's attitude that causes the good relationship between employees and their organization (Chiang & Hsieh, 2012). It is related to employees' psychological well-being, and behaviours supportive to the organization (Eisenberger & Stinglhamber, 2011; In other words, OS refers to an employee's attitude that causes a good relationship between employees and their organization (Chiang & Hsieh, 2012; Loi, Ao. Olivia, & Xu, 2014).

Employee Engagement (EE) is fundamentally a motivational concept that represents the active allocation of personal resources toward the task associated with a work role (Christian, Garza & Slaughter, 2011). It is a strategic approach for driving improvement and encouraging organizational change (Aninkan & Oyewole, 2014).

EE is the level of commitment and involvement an employee has towards his organization and its values (Aninkan & Oyewole, 2014). It can also be seen as a heightened level of ownership, where each employee wants to do whatever they can for the benefit of their internal and external customers, and the success of the organization as a whole (Aninkan & Oyewole, 2014).

Vigour is one of the core dimensions of EE as has earlier been made known. EE is a persistent and positive affective motivational state of fulfilment in employees, characterized by vigour, dedication, and absorption (Schaufeli, 2016). Vigour literally means energy, strength or force exerted physically, intellectually or emotionally towards a course. It is the strength, efficacy and potency used in achieving a particular goal. It is a high energy, resilience, a willingness to invest effort on the job, the ability to not be easily fatigued, and persistence when confronted with difficulties (Ariani, 2013).

Vigour is not just about energy, effort and strength, but it also has to do with resilience to carry on with the work even in the face of difficulty. Taipale, Selander, Anttila and Natti (2011) states that it refers to energetic working; being ambitious enough to work hard, even in difficult situations. So, in the workplace, vigour demonstrates a willingness to contribute energy to a task, and ability to avoid fatigue and demonstrating persistence in completing a task (Weidert, 2011).

An employee that has vigour going for him/her will persist in doing the job even when it is tiring and practically impossible to continue. It is categorised as experiencing high levels of energy and being mentally resilient during work (Bakker & Bal, 2010). Vigour however is an outcome, not a predictor. That is, it depends on certain things to happen. The climate of an organization is one of the determinants of vigour. When the climate is such that support the employees in their work, then such employees will be willing to exert more effort and energy in discharging their duties.

Organizational support (OS) can be seen as the perception employees have about how the organization or its leaders value and care for them. It is the employee perception of the extent the organization values them and is concerned about their wellbeing (Haar & Brougham, 2010). It is seen mostly as an exchange activity where one good turn deserves another. According to the social exchange perspective, previous studies have clarified that when employees perceive that their socio-emotional needs and tangible benefits were sufficiently supported, employees not only willingly help their colleagues but also fully reciprocate good behaviours to their organization. In other words, OS refers to an employee's attitude that causes a good relationship between employees and their organization (Chiang & Hsieh, 2012; Loi, Ao, Olivia & Xu, 2014).

OS predicts and determines many antecedents such as job performance, job commitment, job satisfaction, job dedication, vigour and task performance and employee engagement (Muse & Stamper, 2007). As Eisenberger (2009a) states professional employees (e.g. nurses, lawyers, doctors) have more tendency to compensate OS. Therefore, the combination of worker's organization identification and professional identification impacts performance behaviours and engagement indices such as dedication, involvement and vigour. As such when employees strongly identify with the organization, OS has the most positive impact on professional employees' engagement and work performance (Eisenberger, 2009b).

Empirical Review

Ijaz and Tarar (2020) explored work autonomy, organizational climate in relation to employee engagement in Pakistan. The instruments for data collection (questionnaire) were administered on a convenient sample of 292 white-collar employees across Pakistan. A combination of descriptive and inferential statistics was deployed in data analysis and the result showed that there was a significant positive correlation between participation in decision making, supervisor's support, innovation & flexibility, clarity of organizational goals, formalization and reflexivity, work

autonomy and employee engagement. It also indicated that pressure to produce had a strong negative correlation to participation in decision making, supervisor's support, innovation & flexibility, clarity of organizational goals, reflexivity and work autonomy.

Shrestha (2019) studied employee engagement impacts on organizational performance in Nepalese. The study was based on a descriptive survey design, with officer-level employees from Tribhuvan University from 49 campuses constituting the population. The data was collected through 115 sets of structured questionnaires and analysis conducted using descriptive and inferential statistics. The result showed that employee engagement was positively related to organizational performance with the liking of workforce diversity. It was also found that explanatory and dependent variables are correlated with 0.696 in the studied firms.

Dan-Jumbo and Waribugo (2018) investigated the relationship between perceived organizational support and team identification among football players in the Nigeria Professional Football League (NPFL). The population comprised 700 football players plying their trade in the NPFL, out of which a minimum sample size of 248 was determined using Krejcie and Morgan (1970) table. A structured questionnaire was distributed to 248 players randomly via their email or Facebook messenger, from which 125 completed and returned the questionnaire. Data collected were analysed using Kendall_ tau's correlation coefficient and partial correlation through the help of Statistical Package for Social Sciences (SPSS) version 22. Results showed that there is a significant correlation between perceived organizational support and team identification. Also, pay satisfaction greatly influence this relationship.

Shafique, Din, Nadeem, Din and Nawaz (2018) investigated the relationship between perceived organizational support and turnover intention along with psychological contract breach. The participants were middle and top-level managers and their subordinates from the textile sector of Faisalabad city. Data were distributed among 215 participants and collected from 192. The study made use 0.05 level of significance to test the hypothesis. The results showed a positive relationship between turnover intention and perceived organizational support. The results also showed a positive relationship that psychological contract breach moderates between turnover intention and perceived organizational support.

Brenyah and Obuobisa-Darko (2017) investigated the link between company culture and employee engagement among Ghanaian public sector personnel. The hypothesised correlations between the variables in the study were tested using the multiple regression technique. Two hundred and sixty-seven (267) employees were randomly recruited from various Ghanaian public-sector organizations. According to the findings of the study, accomplishment and support cultures greatly influence employee engagement in Ghana's public sector, but power culture has a considerable but negative impact on employee engagement. There is no correlation between role culture and employee engagement. According to the study, in order for talented personnel in Ghanaian public sector organizations to be highly engaged, management should improve the extent of success and support cultures while minimizing the extent of power culture and giving only a little amount of attention to role culture.

Arya and Sainy (2017) conducted research to determine the factors that influence employee engagement in the banking sector, with a focus on SBI Indore. The study also looked at organizational climate characteristics like structure, responsibility, standards, support,

commitment, reward, warmth, risk, and conflict, all of which have an impact on employees' unproductive behaviors and serve as a motivator for bank employees to engage. A sample of 100 actual SBI employees was employed in the study. The data was gathered using a self-structured questionnaire on a five-point Likert scale. The data was analyzed using a pie chart and percentage analysis. Employee Engagement and organizational atmosphere have a significant relationship, according to the findings.

In Pakistan's higher educational institutions, Iqbal and Hashmi (2015) investigated the influence of perceived organizational support on employee retention through the mediation of psychological empowerment. The questionnaire was used to collect data. Regression analysis was used to analyze the data. The findings demonstrated a significant and positive relationship between perceived organizational support and employee retention, which was somewhat mediated by psychological empowerment.

The impacts of perceived organizational support on job burnout were studied by Yaghoubi, Pourghaz, and Toomaj (2014). With the use of a basic random sample procedure, 108 participants were used as the basis of analysis. Data was gathered using a standard and native questionnaire, with Cronbach's alpha of 0.919 for perceived organizational support and 0.821 for burnout. For the examination of demographic data, descriptive statistics were used. The hypothesis was tested using the Pearson Correlation Test, Linear and Stepwise Regression, and Path Analysis. According to the findings, there was a strong negative association in rate of 0.527 between perceived organizational support and job burnout.

METHODS

The research made use of survey research design because of the nature of the study which collected data from sampled respondents through a primary source of data collection. The study was carried out in Anambra State, Nigeria. The population of the study consisted of 107 Library Staff in Nnamdi Azikiwe University and Chukwuemeka Odumegwu Ojukwu University, Anambra State. A complete enumeration method was deployed to capture all the opinions of the respondents. The data collection was done through a structured questionnaire, which was subjected to both validity (construct and content validity) and reliability test (Cronbach Alpha), which returned a coefficient of .907, signifying a reliable instrument. The instrument was distributed in person, to ensure prompt and optimum distribution and collection of the questionnaire. A total of 107 copies of the questionnaire was distributed, 97 was collected, but only 95 copies were used for the analysis as 2 of the returned copies were not properly filled. Data analysis was done using simple regression, and hypothesis tested at a 5% level of significance.

Data Presentation

Table 1: Distribution of responses for Employee Support Climate and Vigour

| S/N | Questionnaire Items | SA (5) | A (4) | UD (3) | D (2) | SD (1) | Mean \bar{X} | Decision |
|---|--|-----------|----------|-----------|----------|-----------|-------------------|----------|
| Independent Variables (Organizational Climate) | | | | | | | | |
| Employee support climate | | | | | | | | |
| 1 | My institution supports me when I have personal issues. | 15 | 31 | - | 32 | 17 | 2.88 | Reject |
| 2 | In my institution, I am given time to settle private issues at home. | 5 | 15 | - | 40 | 35 | 2.11 | Reject |
| 3 | My institution cares about the well-being of its employees. | 10 | 19 | 11 | 11 | 44 | 2.37 | Reject |
| 4 | We are left on our own when we have issues in my institution. | 19 | 35 | 4 | 22 | 15 | 3.22 | Accept |
| 5 | Our welfare is not a priority to my institution. | 22 | 20 | 5 | 48 | - | 3.17 | Accept |
| 6 | I am at home in my institution because they always look out for their employees. | 19 | 30 | - | 22 | 24 | 2.98 | Reject |
| Dependent Variables (Employee Engagement) | | | | | | | | |
| Vigour | | | | | | | | |
| 7 | I put all my energy into doing my job at the library. | 17 | 26 | - | 34 | 18 | 2.89 | Reject |
| 8 | I support the library in different ways because they also support me. | 10 | 21 | - | 16 | 48 | 2.25 | Reject |
| 9 | I make sure that I carry out my work with all my strength. | - | 29 | - | 30 | 36 | 2.23 | Reject |
| 10 | I do not let difficulties come between me and my duties in my library. | 18 | 30 | - | 20 | 27 | 2.89 | Reject |
| 11 | I am persistent even when the job is difficult to deliver. | 6 | 17 | - | 45 | 27 | 2.26 | Reject |
| 12 | I use all the force in me to do my job at the library. | 10 | 19 | 1 | 20 | 45 | 2.25 | Reject |

Source: Field Survey, 2021

Table I shows the distribution of responses for employee support climate and vigour in the selected libraries. The object of analysis here is the mean, with a threshold of acceptance of 3. That is, any questionnaire item with a mean of 3 and above should be accepted, while any with a mean of below 3 should be rejected. From the Table, it is seen that all the questionnaire items are rejected, because their respective means are less than 3, except questionnaire items 4 and 5.

Test of Hypothesis

H₀₅: there is no significant relationship existing between Support Climate and Vigour in the libraries of publicly owned universities in Anambra State.

Table 2: Model Summary for Regression Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .982 ^a | .964 | .963 | 1.551 |

a. Predictors: (Constant), ORGSUP

Source: Field Survey, 2021

Where:

ORGSUP: Organizational Support

Table 2 gives details of the regression analysis result for the hypothesis. From the Table, it is seen that a positive relationship exists between the variables (Support Climate and Vigour) as indicated

by the correlation coefficient ($R = .982$). It is also shown from the coefficient of determination (R-Square = .964) that a 96% change in the dependent variable (Vigour) is explained by changes in the independent variables (Support Climate) in the selected libraries in Anambra State, Nigeria.

Table 3: ANOVA Output for Hypothesis

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|----------|-------------------|
| 1 | Regression | 5942.183 | 1 | 5942.183 | 2471.410 | .000 ^b |
| | Residual | 223.606 | 93 | 2.404 | | |
| | Total | 6165.789 | 94 | | | |

a. Dependent Variable: VIGOUR

b. Predictors: (Constant), ORGSUP

Source: Field Survey, 2021

Table 3 shows the ANOVA result as produced in the regression analysis process for the hypothesis test. It is observed from the result that the F statistics is 2471.410 and the sig (p-value) .000. This signifies that the relationship observed between Support Climate and Vigour in the selected libraries in Anambra State, Nigeria is statistically significant as the p-value is lesser than the level of significance used (p-value < .05).

Implication: Accept the alternate hypothesis. The implication is that there is a statistically significant relationship between Support Climate and Vigour in the selected libraries in Anambra State, Nigeria.

Discussion of Findings

The objective of the study was to determine the nature of relationship that exists between support climate and vigour in Microfinance Banks in South East Nigeria and the matching hypothesis is that there is no significant relationship existing between Support Climate and Vigour in the selected libraries of publicly owned universities in Anambra State. The analysis carried out through simple regression using Ordinary Least Square Method revealed that indeed, there is a significant relationship existing between the variables, basing the judgment on the correlation coefficient obtained which is .982 and the p-value which is= .000. This shows that the relationship is positive and that it is statistically significant. Also resulting from the analysis of the study is a 96% change in the dependent variable (vigour) is explained by changes in the independent variables (support climate) in the libraries of publicly owned universities in Anambra State. This result implies that the more support the employees in the Microfinance Banks in South East Nigeria receives, the more the effort they will put into their work. When the banks and its management show employees empathy, understand them and stand with them in trying times whether within the organization or in their private life, such employees that such support is shown to are bound to reciprocate by putting more energy into the work to produce result that are not only effective but also efficient. This result aligns with the result of other earlier studies such as the study of Dan-

Jumbo and Waribugo (2018) that examined the relationship between perceived organizational support and team identification among football players in the Nigeria Professional Football League (NPFL) and found that there is significant correlation between perceived organizational support and team identification. Also, Iqbal and Hashmi (2015) that examined the effect of perceived Organizational support on retention of employees with mediation of psychological empowerment in higher educational Institutions of Pakistan revealed the existence of considerable and affirmative association of perceived organizational support with employee retention by partial mediation of psychological empowerment. Similarly, Yaghoubi, Pourghaz and Toomaj (2014) that investigated the effects of perceived organizational support on job burnout came out with the same result. The findings revealed that between perceived organizational support and job burnout was a significant negative correlation. Though the relationship observed in this study was a negative correlation, it did signify that the more the support employees receive from the organization, the lesser the burnout employee will feel. Also aligning with the present result is that of Arya and Sainy (2017) that sort to identify the drivers of the employee engagement in the banking sector with special reference to SBI, Indore and showed that there is a significant relation between organizational climate which could be climate of support and employee engagement which one of its dimension is vigour. Also, Brenyah and Obuobisa-Darko (2017) that examined the relationship between corporate culture and employee engagement among employees in public sector organisations of Ghana showed that, achievement and support cultures significantly cause employees to be engaged in the public sector of Ghana.

Conclusion

The effective functioning of organizations is contingent on the state of mind of the employees in that organization chief in determining the state of mind and engagement level of the employees is organizational climate, which measures how the employees perceive the level of love and care of the organizations towards them. This study, therefore, concludes that for the staff of libraries in the studied schools to perform their duty with vigour, they have to perceive that the institutions and their management truly cares, supports and shows concern for the employees.

Recommendation

The following recommendations are put forward:

- a) That the institutions need to embellish their support system to be all-encompassing. That is, when employees are having challenges at home, bereaved, hospitalized or going through some rough path, the organization should be able to offer some help and empathize with them. This will paint the organization in good light and improve the effort and vigour with which employees work for them.
- b) That there should not be favouritism when it comes to showing of care and love; it should be devoid of partiality, all employees should be treated with equal love and affection, as this will spur the staff to out in their best, knowing full well that they are treated fairly and equitably.

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