

ORGANIZATIONAL CLIMATE AND EMPLOYEE COMMITMENT IN MONEY DEPOSIT BANK IN PORT HARCOURT

Okpeva Ovonomo Tega¹

¹Department of Management, University of Port Harcourt.

ABSTRACT

The study was conducted to investigate the relationship between organizational climate and employee commitment in deposit money banks. Organizational climate as the predictor variable is operationalized using two dimensions (communication and decision making). Employee commitment which is the criterion variable was measured using two components of commitment which include commitment, normative commitment and continuance commitment. The cross-sectional survey design was employed for the study and which had a population of 450 employees of 8 deposit money banks in Port Harcourt, Rivers State. From the population of the study, a sample of 212 employees was selected using simple random sampling technique. Data was collected through the questionnaires personally administered to the respondents. Spearman's Rank Order Correlation Coefficient statistical tool was employed in testing the hypotheses, while partial correlation was used in testing the moderating influence of organizational structure on the relationship between organizational climate and employee commitment. The result of the study showed that there exists a relationship between the dimensions of organizational climate and measures of employee commitment. The study also found that conducive climate enhances employee commitment to the organization in performance and productivity. The study therefore recommended that management should create an enabling environment that will boost employee level of commitment in the banks.

Keywords: Commitment, Climate, banks, normative, continuance, communication, decision making.

1. INTRODUCTION

The banking industry before this time was an ideal place for individuals in Nigeria to work, because of the prestigious settings and working environment. As times are changing, and the Economic and political instability became unpredictable with the high level of dissatisfied employees in the banking sector, the level of bank employee commitment is now questionable. As the basic fact lies in keeping hold of the present job until a better opportunity surfaces. Meyer and Allen (1991) stated that an employee possesses Affective, Normative and Continuance commitments and should not be ignored by management, as they will help management to determine the level of employee commitment. And uncertainty of the bank employment due to job insecurity has led many bank employees to indulge in different fraudulent activities within the banking sector, as a bank employee is not sure of resumption the next day after work.

Economic and Political instability has caused unrest in various sectors in the Nigeria economy, with the banking sector inclusive. As a result, this has affected some policies in the banking sector, whereby creating tension in top management that runs down to the employees in their different levels of the bank. In a situation where the country experience economic recession a lot of employees were relieved of their jobs. This created an impression in the minds of the employee about the job insecurity in the Bank.

Job insecurity of bank employees has affected employee commitment to the bank and has an adverse effect on the bank such as bank distress, liquidation etc. A bank employee who feels safe about his/her job will bring about productivity, successful operations and totally committed to the bank. Madigan, Norton and Testa (1991) posited that committed employee would work diligently, conscientiously, provide value, promote the organization's service or products and seek continuous improvement. An employee who is not sure of his job will not have affective commitment to the job, as there will not be any emotional attachment to the job. Theft and Fraudulent practices indulged in by bank employees is also as a result of the level of job insecurity perceived by the employees. The uncertainty of the job has led most of the employees of the bank to be emotionally distanced from the bank, but they remain in the bank due to continuance commitment.

In a nutshell, an employee that lack the components of commitment identified by Allen and Meyer (1991) which include affective commitment, normative commitment and continuance commitment, can adversely affect the level of commitment of an employee to the organization. An employee who is not affectively committed to the organization cannot be productive to that organization. A committed employee exhibits a high level of sense of obligation to the organization, and is always cautious of the cost of leaving the organization.

The level of autonomy by top level managers to low level manager has its effect on the employee performance and commitment. This is because the authority to make decisions most times rest at the top management. This brings

dissatisfaction to bank employees most times. A favorable organizational climate energizes the employee in his discharge of duties. Decisions made at the top most at times does not give the employee the sense of obligation to the bank. Meyer(2006) opined that normative commitment makes the employee believe that remaining in the organization is something moral which must be done properly. Active and positive participation in organizational goals and making policies is a motivating factor in employee commitment. Due to this, most employees who still work in the banking sector is not out of their own desires or willingness but because of their need.

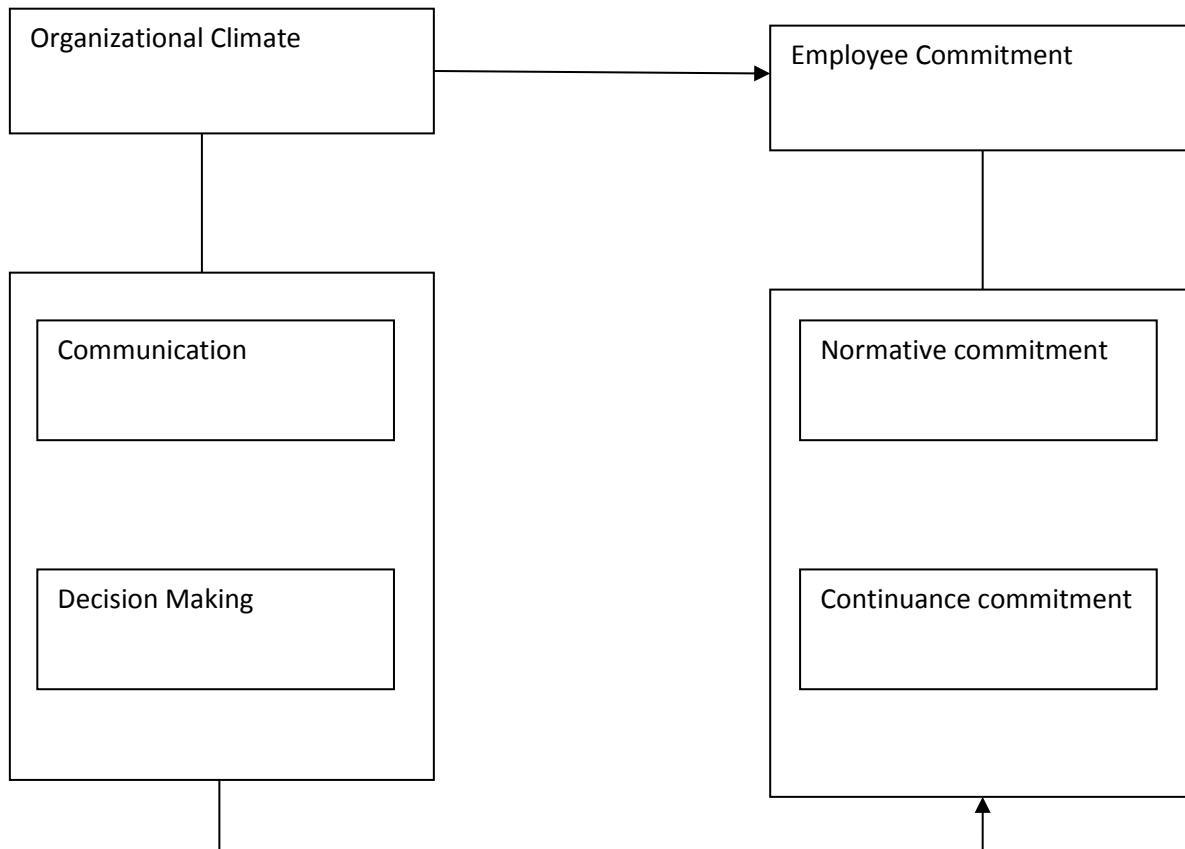


Fig. 1. Conceptual Framework

Aim and Objectives of the Study

The aim of this study is to examine the relationship between organization climate and employee commitment of deposit money banks in Port Harcourt Rivers State.

The specific objectives of the study is to:

- Ascertain if communication is a necessary condition for normative commitment of bank employees.
- Explore the relationship between autonomy and continuance commitment of bank employees
- Assess if autonomy is sufficient for the change in normative commitment of bank employees
- Determine the relationship between communication and continuance commitment of bank employees

Research Hypotheses

- H0₁: There is no significant relationship between communication and normative commitment amongst bank employees in Port Harcourt metropolis Nigeria.
- H0₂: There is no significant relationship between communication and continuance commitment amongst bank employees in Port Harcourt metropolis Nigeria.
- H0₃: There is no significant relationship between decision making and normative commitment amongst bank employees in Port Harcourt metropolis Nigeria
- H0₄: There is no significant relationship between communication and continuance commitment amongst bank employees in Port Harcourt metropolis Nigeria.

Theoretical Framework

This study is linked to the theoretical analysis of Affective Event Theory

Affective Event Theory

Affective Event Theory was propounded and developed by Howard M. Weiss and Russell Cropanzano (1996) to explain how emotions and moods influence job performance and job satisfaction. Affective Event Theory (AET) emphasizes that emotions are central to how employees handle both positive and negative situations at work. According to the affective event theory, emotions are critically important to how the employees handle situations at the workplace situations. This theory encompasses cognitions, behavior, attitudes and other crucial psychological constructs to explain job behavior and performance. The models state that there is a relationship between the employee's internal influences and their reactions to incidents that happen during their workday affect their performance, job commitment and long-term job satisfaction. This theory primarily builds on the already established cognitive appraisal models and has gathered support from many areas of study in the field of emotions to create a more encompassing theory of work behavior.

Affective events theory proposes that there are two paths to job behaviors, both of which are at least partially influenced by affective reactions to events at work. However, cognitive processes play an essential role in the creation of these reactions. The theory builds on past theoretical successes while also adding a few new elements in explaining job behavior. AET is about how the work environment emotionally affects workers and does not take into account any outside influences. Fishers (2002) posited that the Affective Event Theory suggests that a stable work environment features such as job and role characteristics act by predisposing the more or less frequent occurrence of particular type of real-time events in the work place. AET proposes that some behaviors are directly driven by spur of the moment feelings rather than by attitudes.

Organizational Climate

Organizational climate is the value, norms, culture and structure of the work environment perceived by the employees working there. It is a known fact that individuals feel more comfortable in a conducive environment which will enhance their productivity. Lewin the social scientist in the late 1930s was the first to develop organizational climate. It was then termed "social climate" to describe subjective feelings or atmosphere they encountered in the studies of the organization in 1939. Organizational climate is perceived more important presently, than the way it was before, it has not been ascertained that a conducive working environment will make employees remain in the organization. Organizational climate creates a clear organizational direction to employees regarding futuristic objectives and targets. Permarupan (2013) Organizational climate could be evaluated by the perceptions employees embrace about environment that reflects their personal values and psychological desires. (Castro & Martins, 2010) Organization climate is a moral construct that house series of features as physical conditions, work hours and work life balance, autonomy, field theory. Litwin and Stringer (1968) stated that, shared beliefs and values of organizational members constitute the perceived work environment. Forehand and Gilmer (1964) defined Organizational climate as "a set of characteristics that describe an organization and that distinguish the organization from other organizations, are relatively enduring overtime and influence the behavior of people in the organization". Organizational climate is an expressive idea reflecting the systematic view and people's thought of different organizational components like procedures, structural frameworks and practice (McMurray as cited in Li & Mahadevan, 2017). Aiswarya and Ramasundaram (2012) opined that organizational is the reoccurring patterns of behavior, attitudes and feelings that are indicative of life in the organization which are more related to atmosphere and values.

Employee Commitment

The banking sectors whose sole aim of being in business is profitability, can only achieved this by satisfying their customers. The bank employee is charged with this responsibility of ensuring customer satisfaction. This is to say a happy and committed employee brings about growth and development in the organization. Commitment is the requirement for efficiency in any organization. Employee's commitment is the level with which an employee identifies with the organization and its goals and how willing the employee is committed to achieving these goals. Employee commitment is a crucial element in an organizational success and should be given the desired attention, it connotes the level of satisfaction and engagement among employees. However, organizations need to develop the commitment of employees by adopting the finest methods for retention. Romzex (1989) studied the impact of employee's commitment for employee's personal and professional satisfaction. The results of the study showed that employee commitment to an organization should be considered as a psychological attachment to the employing organization, providing a personal benefit to the committed person.

Parfyonova (2012) define commitment using a multidimensional approach and consider it to have affective, continuance and normative perspectives. The affective dimension of commitment refers to an emotional attachment to and involvement with an organization; continuance commitment denotes the perceived costs of leaving an

organization; and normative commitment refers to the felt responsibility to support and remain a member of an organization. Thus it can be discerned from definitions such as the one above, that employee commitment is a bond between the employee and the organization such that he/ she (the employee) wants to continue serving the organization and to help it achieve its objectives. The importance of “employee commitment” is well captured by different authors. Yilmaz and Çokluk-Bökeoğlu (2008) expound that employees with high organizational commitment feelings affect organizational performance in positive ways because they lessen the frequency of performing negative behavior and improve quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organizational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organizational life and high standard system success. Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organizational citizenship behaviors (OCBs), that is, extra-role behaviors, such as creativity or innovation which are often what keep organizations competitive. Creativity according to Bosiok and Sad (2013) is the ability to think in ways and forms that are new, different and not seen in other individuals. Other authors (e.g. Lambert & Hogan, 2009) propose that employee commitment reduces employee turnover.

2. LITERATURE REVIEW

Robbins and Judge (2014) stated that organizational climate can be considered as an aspect of culture and defined as team spirit but at the organizational level. Employee’s perception of the work situation and the nature of his relationship with others in the organization is a better way to understand how an employee perceive organizational climate. However, the study of organizational climate and employee commitment has attracted the attention of many scholars. Permarupan et al commented that organizational climate perceived by employees influences the motivation of employees and motivation will result in higher productivity so, a positive climate is said to encourage employee’s productivity

Igbani (2008) conducted a study on organizational climate and employee’s commitment of Pakistani Knitwear industry 2008. This study investigated the relationship between the dimensions of organizational climate and organizational commitment in the Pakistani Knitwear industry. A primary data was administered to almost 85 organizations in Pakistan. 415 questionnaires were administered 353 were found valid with 74% useful response rate. The qualitative data was collected through 20 semi structured interviews from CEOs and senior official, who were working in the Pakistan Hosiery Manufacturing Association (PHMA) and also managing their knitwear concerns. The results of the data showed statistically significant correlations between organizational climate and employees commitment. From the study Adnan Igbani recommended that organization should improve the working environment and productivity in the organization.

Organizational climate has a significant impact on the well-being of employees that has a direct influence on the quality and quantity of work done in the organization. There has been various research study regarding the relationship between organizational climate and employee commitment.

Shanker (2015) study investigated organizational climate and its effect on employee’s organizational commitment. 659 participants were involved in the study. The data subjected to Principal Axis Factoring Technique with Varimax rotation procedure yielded 3 factors of organizational climate that exist in Indian organization. Similarly, Factor analysis revealed two factors of organizational commitment of the employee’s. Multiple regression analysis of organizational climate on organizational commitment dimensions revealed unequivocal commitment influence of hierarchical positioning of the organizational climate over the commitment dimensions of the employees.

Feizi (2014) executed a research to ascertain the relationship between organizational climate with organizational commitment, and identifying the kind of the ministry organizational climate and offering suggestions. The study was carried out on the statistical community of labor and social affairs ministry operating experts with the sample of 342 and the volume of 182 people were selected for the study. The measurement tool consists of two questionnaire including organizational climate description questionnaire (OCDQ) by Hapkin and kraft and organizational commitment questionnaire (OCQ) by Allen and Meyer with the validity and proper credit. It was shown in the result that there is a significant relationship between organizational commitment among the experts of the statistical community.

Al-Qatawneh (2014) conducted a study which examined the impact of organizational structure on organizational commitment in the private and public sectors firms in Jordan. The three main structural dimensions are included in this research: formalization, centralization and standardization. 412 surveys were administered to 23 public and private firms in Amman and a sample of 239 valid questionnaires were obtained. The results reveal that all structure

dimensions are related to organizational commitment in both sectors, except the hierarchy of authority. Among the structure dimensions, formalization exhibits the largest correlation with organizational commitment in public firms, whereas participation has the largest correlation with organization commitment in private firms. Employee demographic has no impact on either structure dimensions or organizational commitment in either private or public sector. However, position in either private or public sector does not moderate the relationship between organizational structure and organizational commitment.

Pa'wan and Omar (2018) study investigate Innovative organizational climate despite its essence as a multidimensional variable is sparsely examined in empirical researches. The research measures the relationship between innovative organizational climate and organizational commitment among 444 academics in Higher Education institutions (HEIs). The findings revealed a significant positive relationship between innovative organizational climate and organizational commitment. This generated an implication that the experiences of a supportive innovative organizational climate lead academics to affectively feel attached to their institutions, hence, strengthen their obligations to pursue new developments for their institutions, peers and themselves.

However, improving innovative organizational climate is a strategic decision to enhance the commitment among academics, thus increasing organizational achievement.

Noordin, Ommaarr, Sehan and Idrus(2010) study investigated organizational climate and its influence on organizational commitment indicated that the employee perceived the organizational climate of their organization to be at a moderate level. The mean values for the components of the organizational climate ranged from the lowest of 3.38 to the highest 3.77 of the 5-point Likert scale. Continuance commitment appears to be the lowest of the three components of the organizational commitment construct with a mean of 3.22. In terms of the correlations between the variables, the results indicate that continuance commitment has no correlations with organizational design, teamwork, and decision-making. All other variables show positive correlations. Overall, the findings of the present study indicate that there is a need to improve the current situation at ABC Company with respect to all the components of the organizational climate and organizational commitment. Certain studies have found a positive relationship between the two variables. For instance, Mojtahedzadeh, Suzan and Mastaneh (2011) in their Study on relationship between organizational climate and commitment staff in Sosangerd Azad Islamic University conclude that there is significant correlation between organizational climate and committing to institution. They utilized seven organizational climate dimensions which are: structural, responsibility, reward, intimacy, supporting and identity rules dimension is with commitment, their findings show all dimensions positively correlated to organization commitment.

The study of Astri (2013) under title on organizational climate as predictor of organizational commitment: evidence from university of Selangor more, explored the relationship between organizational climate dimension and organizational commitment dimensions and conclude that there is significant relationship between dimension of organizational climate (autonomy, cohesion, trust, pressure, support, recognition, fairness, and innovation) with organizational commitment (affective commitment, continuance commitment, and normative commitment). Zhang (2010) study under titled of, organizational climate and its effects on organizational variables shows that, organizational climate has significant main effects on organization effectiveness like staff members organization commitment and collective identity.

Fauziah et al. (2010) study at Malaysian telecommunication environment found that the correlations between majority of dimensions of organizational climate and organizational commitment show that organizational climates are significantly and positively related. Their finding also indicate that continuance commitment has no correlations with some specific organizational climate dimension such as design, teamwork, and decision-making. Their results show that normative commitment has no correlation with decision-making dimension of organizational climate.

3. METHODOLOGY

Research Design

The study adopted Cross-sectional survey for the purpose of this research. The researcher adopted the Cross sectional design because it can be conducted very fast and inexpensive. It also provides direct access to information by gathering data from primary sources.

Population of the Study

The population for this study comprises of all employees of deposit money banks in Port Harcourt metropolis in Nigeria. 8 Banks out of 18 Banks were chosen for the study in Port Harcourt Metropolis Nigeria as they have license with international authorization to operate (see Appendix A) and also among the Tier 1 capital Bank and Tier 2 capital Bank (see Appendix B)

Table 1: Names of Banks, Address and Number of Employees in selected banks.

S/N	Name of Bank	Branch Address	Population
1	Access Bank Plc	Plot 10 Trans-Amadi Industrial layout Port Harcourt.	60
2	First City Monument Bank Plc	Plot 66-67 Trans-Amadi Industrial layout, Port Harcourt.	65
3	First bank of Nigeria Limited	#280 Peter Odili Road Port Harcourt.	68
4	Guaranty Trust Bank Plc	Plot 23, Trans Amadi Industrial Layout, Port Harcourt.	50
5	Stanbic IBTC Plc	171 Waterlines along Aba Road, Port Harcourt.	57
6	Union Bank of Nigeria	Plot 468 Trans- AmadiIndustrial Layout, Port Harcourt.	25
7	United Bank of Africa Plc	63A Olu Obasanjo Road, Port Harcourt.	62
8	Zenith Bank Plc	22/24 Port Harcourt Aba Express Old, Port Harcourt.	63
	Total		450

Source: Branch Operational Manager of each bank.

Sample size and Sampling Techniques

The study made use of the simple random sampling technique in selecting respondents from the selected banks. This technique was adopted because it creates room for every employee in the bank, both managers, permanent staff and contract staff of the bank to participate in the administration of the questionnaire and also reduces the researcher's bias in selecting respondents as sample. The study adopted the Taro Yamene's model for the determination of the sample size. Taro Yamene's model formula

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population size

e = The error of sample

Applying this formula in determining the sample size of this study, we have;

$$n = \frac{450}{1 + 450(0.05)^2}$$

$$n = \frac{450}{1 + 450(0.0025)}$$

$$n = \frac{450}{2.125}$$

$$n = 212$$

Hence, the sample size for this study is 212 employees.

In determining the distribution of questionnaire to each firm, the Bowleys (1964) formula will be used, given as;

$$nh = \frac{nNh}{N}$$

Where; nh = The number of questionnaire for each firm

Nh = The number of employees in each firm

n = The total sample size

N = The population.

Therefore, the number of questionnaire distributed to each firm is shown in table 3.2

Table 2 : Names of Banks, Address and Number of Employees in selected banks.

S/N	Name of Bank	Population	Sample Size
1	Access Bank Plc	60	28

2	First bank of Nigeria Limited	68	33
3	First City Monument Bank Plc	65	31
4	Guaranty Trust Bank Plc	50	24
5	Stanbic IBTC Plc	50	24
6	Union Bank of Nigeria	25	13
7	United Bank of Africa	62	29
8	Zenith Bank	63	30
	Total	450	212

Source: Branch Operation Manager of each bank.

Data Analysis Technique

The Spearman's Rank Order Correlation Coefficient statistical analysis was employed in analyzing the hypothesis in order to ascertain the relationship between the variables this was carried out through the use of Statistical Package for Social Sciences (SPSS) version 21.

Test of Hypotheses

Ho₁: There is no significant relationship between Communication and Normative commitment of bank employees in Port Harcourt metropolis Nigeria.

Correlations

			Communication	Normative Commitment
Spearman's rho	Communication	Correlation Coefficient	1.000	.169*
		Sig. (2-tailed)	.	.022
		N	185	185
	Normative Commitment	Correlation Coefficient	.169*	1.000
		Sig. (2-tailed)	.022	.
		N	185	185

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Author's Field Survey (2021) - SPSS version 25.0 output extracts

The result our first test of hypothesis shows a significant level $p < 0.05$ ($0.022 < 0.05$), $\rho = 0.169$ between Communication and Normative commitment. This means that there is a significant relationship between Communication and Normative commitment. The null hypothesis is rejected, and we restate that there is a significant relationship between Communication and Normative commitment.

Ho₂: There is no significant relationship between Communication and Continuance commitment of bank employees in Port Harcourt metropolis Nigeria.

Correlations

			Communication	Continuance Commitment
Spearman's rho	Communication	Correlation Coefficient	1.000	.350**
		Sig. (2-tailed)	.	.000
		N	185	185
	Continuance Commitment	Correlation Coefficient	.350**	1.000
		Sig. (2-tailed)	.000	.
		N	185	185

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

Source: Author's Field Survey (2021) - SPSS version 25.0 output extracts

Second test of hypothesis shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.350$ between Communication and Continuance commitment. This means that there is a significant relationship between Communication and Continuance commitment. The null hypothesis is rejected, and we restate that there is a significant relationship between Communication and Continuance commitment.

Ho₃: There is no significant relationship between Decision making and Normative commitment of bank employees in Port Harcourt metropolis Nigeria.

Correlations

		Decision Making		Normative Commitment
Spearman's rho	Decision Making	Correlation Coefficient	1.000	.217**
		Sig. (2-tailed)	.	.003
		N	185	185
	Normative Commitment	Correlation Coefficient	.217**	1.000
		Sig. (2-tailed)	.003	.
		N	185	185

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

Source: Author's Field Survey (2021) - SPSS version 25.0 output extracts

Test of hypothesis three reveals a significant level $p < 0.05$ ($0.003 < 0.05$), $\rho = 0.217$ between Decision making and Normative commitment. This means that there is a significant relationship between Decision making and Affective commitment. The null hypothesis is rejected, and we restate that there is a significant relationship between Decision making and Normative commitment.

Ho₄: There is no significant relationship between Decision making and Continuance commitment of bank employees in Port Harcourt metropolis Nigeria.

Correlations

		Decision Making		Continuance Commitment
Spearman's rho	Decision Making	Correlation Coefficient	1.000	.162*
		Sig. (2-tailed)	.	.028
		N	185	185
	Continuance Commitment	Correlation Coefficient	.162*	1.000
		Sig. (2-tailed)	.028	.
		N	185	185

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Author's Field Survey (2021) - SPSS version 25.0 output extracts

The result of the test of hypothesis shows a significant level $p < 0.05$ ($0.028 < 0.05$), $\rho = 0.162$ between Decision making and Continuance commitment. This means that there is a significant relationship between Decision making and Continuance commitment. The null hypothesis is rejected, and we restate that there is a significant relationship between Decision making and Continuance commitment.

4. DISCUSSION OF FINDINGS

Communication and Normative commitment

The analysis of hypothesis five reveals a significant relationship between communication and normative commitment. The spearman correlation coefficient reveal that the p-value of 0.022 was less than 0.05 ($p = 0.022 < 0.05$) which implies that communication has a significant relationship with Normative commitment. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.169. This thus reveals that there is a significant relationship between communication and Normative commitment. Thus, enhancing communication will help enhance normative commitment. Thus the fifth objective of the study which sought to

examine if communication relates with normative commitment was achieved. This finding agrees with the works of Chuang and Hsieh (2009) who asserted that employees will only realize the organizational goals through proper and healthy communication system, enhancing normative commitment.

Communication and Continuance commitment

The analysis of hypothesis six showed a significant relationship between communication and continuance commitment. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that communication has a significant relationship with continuance commitment. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.350. This thus reveals that there is a significant relationship between communication and continuance commitment. Thus, enhancing communication will help enhance continuance commitment. Thus the sixth objective of the study which sought to examine if communication relates with continuance commitment was achieved. This finding agrees with the works of Brandon (2015) who was of the view that adequate communication in the organization creates room for job to be done fast and at ease, and in the long run boost the commitment of the employees.

Decision making and Normative commitment

The analysis of the hypothesis eight shows that there is a significant relationship between Decision making and Normative commitment. This is based on the evidence that the significance value was less than 5% level of significance (i.e. $p=0.003<0.05$). Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The correlational (r) value of 0.217 implies that there is a high positive correlation between decision making and normative commitment. This implies that a change in decision making will have a significant impact on normative commitment. This finding agrees with the findings of Tuty, Calvin and Agung (2019) who suggested that normative commitment is enhanced by decision making. To Dwiarta (2010), a strong normative commitment will be formed if employees are able to internalize the norms and rules regarding work obligations applied consistently and consequently, and are considered useful in meeting their needs.

Decision making and Continuance commitment

The analysis of hypothesis nine showed a significant relationship between Decision making and Continuance commitment. The p-value of 0.028 which is less than the significant level of 0.05 ($p=0.028<0.05$) indicate that there is a significant relationship between Decision making and Continuance commitment. The correlational (r) value of 0.162 implies that there is a high positive correlation between decision making and continuance commitment. This implies that a change in decision making will have a significant impact on continuance commitment. If well planned and implemented, decision making will help enhance effective continuance commitment. This finding is in alignment with the work of Stallworth (2004) who noted that, managers' need the continuance commitment of their employees to be high to accomplish their objectives, but decision making is needed to accomplish this.

5. CONCLUSION

The analyses of data in line with the hypotheses of the study indicates that the study draws of the following conclusion on organizational climate and employee commitment in money deposit Bank in Port Harcourt, Nigeria. From the data analyses, the result identified the existence of significant relationship between the two variables. This study shows that organizational climate is a predictor of employee commitment, the criterion variable. The analysis stated that a conducive organizational climate will enhance employee commitments and productivity. The predictor variable was operationalized using two dimensions (communication and decision making). The criterion variable is operationalized using two measures (normative commitment and continuance commitment). Both the predictor and criterion were measured on 5 =items, using 4-point Likert Scale. The result from the findings shows that autonomy has a positive relationship with all measures of commitments specially continuance commitment. The relationship that exists between communication and continuance is more effective than that of affective and normative commitment as shown in the data analyses. Decision making has relationship with all the measures of commitment.

6. RECOMMENDATIONS

The relationship between Organizational Climate and Employee commitments and the moderating effect of organizational structure have been established and some conclusion has been drawn. However, some actions should be taken and certain issues should also be addressed in order to ensure high level of employee commitment in the Bank. Based on the findings and conclusion of the study, the following recommendations have been made.

- To encourage the employee on the job for high level of productivity in the organization, the communication level between managers and employees, and amongst employee on productive measures to be taken in advancing the organization.

- The study shows that there is relationship that exist between communication and continuance, therefore the management should encourage both employees and managers to have good communication system in the Bank
- Bank management should consider all of employees in the bank in decision making. This will create happier workers within the organization and increase their level of commitment knowing they are part of the decision making in the organization
- For a healthy relationship in the bank, decisions made by top management should motivate the employees to have a sense of obligation to the bank.
- Employees should see the need to contribute to bank to ensure that the environments is conducive for everyone to work to ensure productivity.
- Since the employee is concerned with personal losses, it is therefore important for bank management to come up with insurance policy that will create financial empowerment for the employee incase he leaves the

7. REFERENCE

- [1] Adela J. McMurray, Don R Scott, R Wayne Pace (2004). The relationship between organizational commitment and organizational climate in Manufacturing. Human Resource Development Quarterly 15 (4), 473-488
- [2] Adrain, H. & Adrain, P. (2019). Commitment to the goal of completing studies in higher education: Dropout risk of the students from social sciences specialization from three Romanian Public universities. Journal of Adult Learning, Knowledge and Innovation 3(1), 12-19.
- [3] Aishwarya, B. & Ramasundaia, G. (2012). A study on interference of work life conflict between organizational climate and job satisfaction of women employees in information technology sector. Asia-Pacific Journal of Management Research and Innovation, 8(3): 351-360
- [4] Akinyemi, B., & Iornem, D. (2012). Human resource development climate and employee commitment in recapitalized Nigeria banks. International Journal of Business and Management 7 (5), 91, 2012
- [5] Bekele, S. (2014) an article on organizational climate and Employees organizational Commitment in commercial Bank of Ethiopia.
- [6] Boone, H. N. & Boone, D. A. (2012). Analysis likert data. Journal of Extension, 50(2): 1-5.
- [7] Bosiock & Sad (2013) Investigate the relationship between leadership and Creativity within the South Korean. Moi University. Management Leadership
- [8] Brandon, G. (2015) an article in the Brandon Gallie small & marketing advice journal on 8 Pros and cons of communication in the workplace.
- [9] George, J.M., & Jones, G.R. (2012) Understanding and managing organizational behaviour (6th ed.). Upper Saddle River, New Jersey: Pearson Education, Inc
- [10] Jiang, F. (2011). Effects of organizational structure and culture on employee communication behaviours in Chinese organizations, Master's Thesis Submitted to Faculty of Jack J. Valenti School of Communication, University of Houston.
- [11] Martins and Ohe (2003) Organizational climate measurement – new and emerging dimensions during a period of transformation. South African Journal of labour Relations: Spring/ Summer 2003.
- [12] Noordien Ommaarr, Sehan & Idrus (2010) Organizational climate and its influence on organizational commitment. International Business & Economics Research Journal (IBER) 9(2) 2010
- [13] Norman, G. (2010). Likert scales levels of measurement and the “laws” of statistics. Advance in Health Science Education. Doi:10.1007/S10-459-010-9222-y.
- [14] Nwekpa, K.C, Offor G.P & Ezezue B.O (2020) Work schedule flexibility and employee commitment: A study of Nigerian Breweries, Ama, Enugu, Nigeria. International Journal of Development and Management Review. Vol.15 No.1(2020)
- [15] O'Reilly III, C. A. Chatman, J. & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person organization fit, Academy of Management Journal, 34(3): 487-516.
- [16] Peterson, D. K. (2002). Deviant workplace behaviour and the organization's ethical climate. Journal of Business and Psychology, 17(1): 47-61.
- [17] Porath, C. L. & Erez, A. (2009). Overlooked but not untouched: How rudeness onlookers performance on routine and creative tasks. Organizational Behaviour and Human Decision Processes, 109: 29-44.
- [18] Porath, C. L. & Erez, A. (2007). Does rudeness really matter? The effects of rudeness on task performance and helpfulness. Academic of Management Journal, 50: 1181-1197. Doi:10.2307/20159919.
- [19] Pugh Derek, David Hickson, Christopher R Hinings, Christopher Turner (1968). The Context of organizational structure. Administrative Science Quarterly. Vol. 14 No.1, pp 91-114. Published by Sage Publications.inc.
- [20] Radmand, M. & Salmani, D. (2009). Evaluating the role of organization and management in appearing deviant workplace behavior. Journal of Business Management, 1(3): 51-68.

- [21] Raid Loaloe, Ashraf Labib, Yehia Sabri Nawar (2014) Assessing the impact of organizational climate on employees commitment. *The Business & Management Review* 7 (5), 357, 2016
- [22] Rajaseka, Velumuran, Kathiravan, Mahalashui, Chandramouli, Suresh, Padmaja, Dhanalakshmu (2019). Influence of conflict management styles on organizational commitment among the bank employees. *International Journal of Psychological Rehabilitation*, 23.
- [23] Rajasekar, Kathiravan, Velumuran, Dhanalakshmi (2021). Influence of emotional intelligence on organizational commitment among bank employees. *International Journal of Psychosocial Rehabilitation* 23(6): 1512-1520.
- [24] Rota, C., Reynolds, N. & Zanasi, C. (2012). The organizational climate on sustainable relationship between organization and employees. The KION case study. *Advances in Management & Applied Economics*, 2, 125-140.
- [25] Rune Todnem (2005) Organizational change management: A critical review. *Journal of change Management*. DOI :10.1080/14697010500359250
- [26] Saeed, P. & Khodayar, A. (2020) article on Leader Cultural Intelligence and organizational Performance.
- [27] Schine, Edgar H (1988) Organizational Culture. Sloan School of Management. *American Psychologist Journal*, 45(2) 109-119
- [28] Schyns, B., Veldhoven, M. & Wood, S. (2009). Organizational climate, relative psychological climate and job satisfaction: The example of supportive leadership climate. *Leadership & Organizational Development Journal*, 30(7): 649-663. Doi:10.1108/01437730910991664.
- [29] Seyed, A. N. (2013). Investigating the relationship between organizational climate, organizational commitment and organizational effectiveness among school managers: A case study in fars province in Iran. *European Online Journal of Natural and Social Sciences*, 2(3): 1665-1671.
- [30] Shadur, M. A., Kienzle, R. & Rodwell, J. J. (1999). The relationship between organizational climate and employee perceptions of involvement: The importance of support. *Group & Organization Management*, 24(4): 447-503. Doi:10.1177/05961199244005.
- [31] Shadur, M. A., Kienzle, R. & Rodwell, J. J. (1999). The relationship between organizational justice. In R. S. Cropanzano and K. M. Kacmar, (Eds). *Organizational politics, justice and support: Managing the social climate of the workplace*, Quorum, Westport, CT. pp. 149-164.
- [32] Shanker (2015) Organizational climate an antecedent to organizational commitment: An Empirical study. *Aweshkar Research Journal* Mar 2015, vol. 19
- [33] Tabouli, H.N. (2006). Testing a measurement scale of organizational commitment using a confirmatory factor analysis. *Asian Journal of Management Sciences & Education*, 5(2).
- [34] Teemu, T. (2011) Commitment to employment and organization: Finland in a European comparison. *Finnish Journal of Social Research* Vol.4, 55- 66.
- [35] Tuty Sariwulan, Muhammad Calvin Capnary, Ikandar Agung (2019) Contribution Indicators of work stress and Employee Organizational commitments case study. *Verslas: Teorija ir praktika/ Business: Theory and Practice*.
- [36] Weiss, H.M, & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in organizational Behaviour*, 18,1-74
- [37] Weiss, H.M. Suckow, & Cropanzano, R. (1999). Effects of justice conditions on discrete emotions. *Journal of Applied psychology*, 84, 786-794
- [38] Yusuf, N. & Metiboba, S. (2012). Work environment and job attitudes among employees in a Nigerian work organization. *Journal of sustainable society*, 1(2): 36-43.
- [39] Zhang (2010) The influence of creative process engagement on employee creative performance and overall job performance. X Zhang, KM Bartol- *Journal of Applied psychology* 2010 psycnet. apa. prg