# ORGANIZATIONAL CLIMATE AND EMPLOYEE ENGAGEMENT IN BANKS IN RIVERS STATE, NIGERIA

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**Abstract**

This work aimed at examining the relationship between organizational climate and employee engagement in Nigeria banks. Reward, autonomy and recognition/encouragement were considered as the dimensions of organizational climate, while affective and cognitive engagements were the measures of employee engagement. The cross sectional survey was used in this study. A total of 384 employees from 21 selected deposit money banks formed the population of the study. However, a sample size of 196 employees was derived. The systematic sampling technique was used in order to avoid biasness in selection of sample items. The Spearman's rank order correlation coefficient was used to test the relationship between the dimensions or organizational climate and the measure of employee engagement. The findings revealed a positive correlation between the dimensions of organizational climate and the measure of employee engagement. Furthermore, organizational culture significantly moderated the relationship between the dependent and independent variable. Thus, the study concluded that enhancing organizational climate would positively improve the level of engagement of the employees. The study recommended among others that the management of banks should ensure that adequate incentive packages should be given to employees in order to boost their affective, cognitive engagement.

**Keywords**: Reward, Autonomy, Recognition/Encouragement, Affective, Cognitive, Organizational Culture.

## 1.0 Introduction

The radical transformation of the world to a global village has made available several opportunities to employees. This over time has served as a platform for employees to seek for greener pasture. Employee in an organisation over time has been recognised to be the indispensable resources. It is the most important resources because the efficiency of all other resources of the organisation depends to a large extent on the human resource. Furthermore, organisations in the turbulent environment are in a business war and the strength of the organisation to overpower its rivalries depends on the talent of its workforce. Companies are therefore in search of these best talents in order to identify them, attract and bring them into their organisation so as to stand in a better competitive position.

The importance of employee engagement is indisputable for firms that must stay agile in a turbulent environment. Allen (2014) defined employee engagement as the emotional commitment which workers feel towards their firm and the action which they take to achieve the success of the firm; engaged staff shows care, enthusiasm, dedication and accountability. Employee engagement plays a paramount role in ensuring the success of any establishment. Most establishments have a culture which reflects the firm's mission, values and goals. Most firms have over time developed some activities to enhance engagement of employees which has been a critical key factor that drives the firm's success (Allen, 2014). Engaged employees show care by using discretionary effort. They do their best at all time to get a job done because they feel committed and accountable. They stand up for their firm because they are proud to be part of it, engagement of employees further motivate them to find solutions to problem and create various ideas to improve the firm.

Robinson, Perryman and Hayday (2004) maintained that engagement is a positive attitude which is held by the workers towards the firm and its values. An engaged staff is aware of business context, and work with his colleagues in a way to ensure improved performance within the job for the organizational benefit. It is important for all organization to develop and nurture engagement so as to get the best from their employees.

Furthermore, Robertson-smith and Markwick (2009) asserted that engagement is consistently shown as something given by the worker which can benefit the firm through commitment and dedication, discretionary effort, advocacy and using skills and talent to the optimal level and being supportive of the values and goals of the firm. They further maintained that a staff who is engaged feel a sense of attachment towards their organization, involving themselves beyond their role to that of the organization in totality. Robertson-smith and Markwick (2009) observed that engaged employee are most likely to stay with the firm, perform 20 percent better than other workers, and act as advocates of the business. They argued that engagement can enhance firm's profit margin, enable firm's agility and increase efficiency. Engaged workers invest his/herself fully for their work, with enhanced self-efficacy and a positive impact on wellbeing, which leads to enhanced employee support for the organization. The benefit of employee engagement to firms is limitless and hence it is very important that organization develop strategies and activities to ensure the engagement of their employees who are the drivers of the organizational success.

However, ensuring employee engagement can be very useful in reducing the turnover rate in organisation (Robertson-smith & Markwick, 2009). Employee engagement is the rate to which employees have a passionate feeling about their jobs, are committed to the organisation and put discretionally effort into their work. Furthermore, Cleland et al (2008) noted that there is an escalating awareness that workers engagement is crucial to successful business performance where engaged staffs are the strength (backbone) of good working atmosphere where individuals are accountable, ethical and industrious. Employee engagement goes a long way to influence workers attitudes, absence and the level of turnover in an organisation. Robertson-Smith and Markwick (2009), stated that numerous studies have been carried out linking employee engagement with productivity, which pointed out a high correlation with total performance of the organisation. In Catleevw, Flynn and Vonderhorst (2007), employee engagement is the extent to which employee has a sense of satisfaction with their job, feel valued and enjoy collaboration and trust. They argued that when employees are engaged, they stay longer and look out for smarter and effective ways to boost the value of their organisation.

However, it is assumed that organizational climate may be relevant as a predictor of employee engagement. Schneider, Ehrhart and Macey (2011) defined organizational climate as the shared perception of and the meaning attached to the practices, policies and procedures, workers experience and the behaviours they observe getting rewarded and that are supported and expected, but Schneider, Ehrhart and Macey (2013) noted that organizational climate is an integrating and integral conceptual force in the larger world of organizational psychology and organizational behaviour. Organizational climate is the set of characteristics that leads to variations in firms work environment (Saungweme and Gwandure 2011). According to Balachandran and Thomas (2007), the dimensions of organizational climate are; welfare concern, Norms and standards, interpersonal relations, Recognition and encouragement, job security, reward, and job autonomy. Haugsnes (2016) examined the effect of organizational climate on work engagement in Oslo, Putter, (2010) examined organizational Climate and performance. Benzer, Young, Stolzmann, Osatuke, Meterko, Caso, White and Mohr (2011) examined the relationship between organizational climate and quality of chronic disease management.

However, the previous studies were carried out in a different country with varied environmental features from that obtainable in the Nigeria workplace show scanty empirical evidence on the relationship between organizational climate and organizational engagement that serve as a gap in this study. The point of departure is to investigate how organizational climate can be helpful in enhancing the issue of employee engagement in banking firms. This research work differs from previous work because it intends to investigate if there is any relationship between organizational climate and employee engagement in banking firm in Rivers State.

## 1.2     Statement of the problem

Engagement of employee is a critical success factor, which if neglected becomes detrimental to the organization. Organizations are facing a problem relating to engagement of skilled employees in recent time (Umoh, Amah and Wokocha, 2014) and such is also observed in the

banking industry as a result of low engagement of employees. This observed low engagement do manifested in the form of absenteeism, cynical behaviour and turnover which could negatively affect the success of the firm. Organizations are desperately in need of workers who are willing to act continuously in the favour of the firm, and such can only be achieved when there are engaged employees. Engagement is vital because of its impact on absenteeism, motivation, performance and job withdrawal behaviour (Klein Beiker & Meyer, 2009).

The issue of how to get employee engaged to their work has over time become more challenging to most firms. Robertson-smith and Markwick (2009) stated that engagement levels of workers varies according to varied biographical and personality characteristics. They noted that younger staff maybe positive when they just join the firm, however they become quickly disengaged, and highly extravert. Lack of engagement posses several problems to the firm. Low engagement leads to high turnover of employee which cost the company in terms of resource development and hence reduces the firm's global competitiveness. The dynamic nature of man has made them to have the desire to work in different work place and hence discouraging the idea of remaining in one organization for a life time.

Cohen (1993) pointed out that one in every four staff wants to jump ship in the next few years. When employees leave the firm continuously as a result of low engagement, such cost the organization in a bad light. Despite all attempt to achieving engagement of employees in the banking industry observation has shown that little result has been achieved.

This work seek to see how employee engagement can be solves through a conducive organizational climate. Hence this study seek to examine if organizational climate in terms of job autonomy, fair, reward and recognition and encouragement can help enhance employee engagement in the banking industry in Nigeria.

### Research Objectives
The specific objectives are;
1. To identify the relationship between reward and affective engagement in banks in Rivers State.
2. To identify the relationship between reward and cognitive engagement in banks in Rivers State
3. To ascertain the relationship between job autonomy and affective engagement in banks in Rivers State
4. To examine the relationship between job autonomy and cognitive engagement in banks in Rivers State
5. To identify the relationship between recognition/encouragement and Affective engagement in banks in Rivers State.
6. To examine the relationship between recognition/encouragement and cognitive engagement in banks in Rivers State.
7. To ascertain if organizational culture significantly moderate the relationship between organizational climate and employee engagement in banks in Rivers State.

1.5     **Research Question**

To achieve the aim and objectives of this study, the following research questions are formulated;

1.  What is the relationship between reward and affective engagement in banks in Rivers State?
2.  How is the relationship between reward and cognitive engagement in banks in Rivers State?
3.  What is the relationship between job autonomy and affective engagement in banks in Rivers State?
4.  What is the relationship between job autonomy and cognitive engagement in banks in Rivers State?
5.  What is the relationship between recognition/encouragement and affective engagement in banks in Rivers State?
6.  What is the relationship between recognition/encouragement and cognitive engagement in banks in Rivers State?
7.  To what extent does organizational culture moderate the relationship between organizational climate and employee engagement in banks in Rivers State?

1.6     **Research Hypotheses**

The following null hypotheses are formulated for the study,

$Ho_1$     There is no significant relationship between reward and affective engagement in banks in Rivers State.

$Ho_2$     There is no significant relationship between reward and cognitive engagement in banks in Rivers State.

$Ho_3$      There is no significant relationship between job autonomy and affective engagement in banks in Rivers State

Ho4     There is no significant relationship between job autonomy and cognitive engagement in banks in Rivers State.

$Ho_5$     There is no significant relationship between recognition/encouragement and affective engagement in banks in Rivers State

$Ho_6$     There is no significant relationship between recognition/encouragement and cognitive engagement in banks in Rivers State

$Ho_7$     Organizational culture does not significantly moderate the relationship between organizational climate and employee engagement in banks in Rivers State.

**2.0 Review of Related Literatures**

This work takes its precept or it is founded on social exchange theory. Social exchange theory started within family sciences mostly towards the end of the $20^{th}$ century. This theory in the word of Staffelbach (2008) depends on opinion that social behaviours are the outcome of the exchange process which is geared at minimizing cost and maximizing benefits. It ascended out of the philosophical belief of utilitarianism, neoclassical economics and behaviourism. This theory ultimate belief is that human in social cases or situation chooses the behaviours that

maximize their likelihood of meeting self-interest in those circumstances. In Homans (1961), exchange could be comprehended from the perspective of goods that are non-material and material, in the form of symbols of prestige or approval. On the basis of this theory, employees consider risk and potential reward of social relationships (Staffelbach, 2008). Social exchange theory has various assumptions; firstly, social theory work on the ground that employees of an organisation are rational being and their engagement is a calculative one which considers the cost and benefits in social exchanges. In this sense, they act as rational actors and reactors in social exchange and hence make decisions. Secondly, social exchanges rely on the belief that workers which engaged in interactions are rationally looking for ways to get maximum benefits from social exchanges to satisfy their individual needs. It is in line with this that Farmer and Fedor (1999) opined that staffs in the workplace would end or try abandoning the relationship they have with any group when they discover that benefits are been out weight by the cost. This theory reveals why staffs will disengage from an organisation if they feel the sense of dissatisfaction or anything that do not maximize their benefit. Relying on the social exchange theory, this work seeks to determine how organizational climate will impact on employee engagement in the organisation.

**Operational Framework**
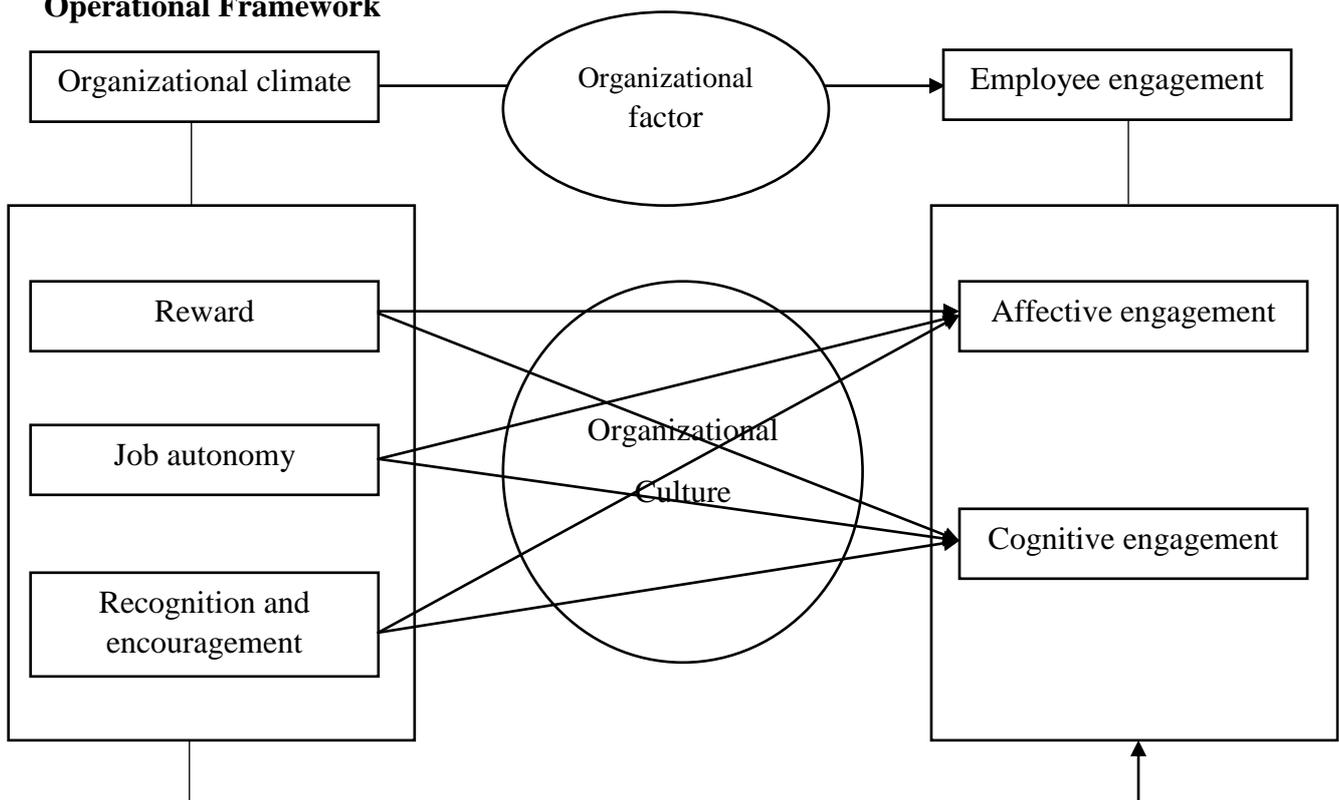


Source: Operationalized by the researcher

Figure 2.1. Operational framework showing the linkage between organizational climate with its dimensions and employee engagement with its measures.

## Concept of organisational climate

Organisational climate and organisational culture are construct which are the gears has be used for conceptualising the manner employee experience and describe their work settings (Schneider, Ehrhart & Macey, 2013). However, there exists a difference between the two construct. Organisational climate is the shared perceptions of and staff experience and the behaviours which they observe getting rewarded and that are expected and supported (Ostroff, Kinicki & Tamkins, 2003). Organisational climate over the years, mostly in 1960s and 1970s has dominated most research. There is a backward more in the investigation of organisational climate in the 1980s. However, from 1990s till date, there was a great transition which made the interest in organisational climate to have eclipsed the high attention on organisational culture (Schneider, Ehrhart and Macey, 2013). Organisational climate is about the perception of the climate and about absolute measures. Although organisational climate in concept is abstract, it is normally related with job performance, satisfaction and morale of the employees. According to Hay Group (2009) cited in Noordin, Omar, Sehan and Idrus (2010), organisational climate research is the closest thing a firm can get to evaluate how well a firm uses its employees. They argued that research in organisational climate will held leaders to understand the connection between their actions and the climate they create for their employees. Noordin, Omar, Sehan and Idrus (2010) argued that organisational climate affects business performance by influencing workers motivation. A positive organisational climate can be a catalyst that will encourage engagement of staffs in the workplace. Armstrong (2003) maintains that organisational climate refers to those aspects of the environment that are consciously perceived by the members of the firm. Organisational climate also refers to how members of a firm perceive their work place as they carry out their daily business. Organisational climate has on its structural dimension, is closely linked with those inherent objective characteristics understood as physical environmental structure characteristics and the working roles. The interpersonal dimension of work including manner of interaction the members of a group in a given context and the dynamics through which individuals are integrated into the organisational culture (Bitsani, 2013). Organisational climate differs from organisational culture researchers like Cameron and Freeman (1991), Mallak, Lyth, Olson, Ulshafer and Sardone (2003) and Scott, Mannion, Davies and Marshall (2003) proposed an essential differences between organisational culture and organisational climate. Culture is viewed as something that resides within an organisation, while climate refers to something that an organisation meets in terms of an attribute or a quality. Organisational climate serves as a measure of one's perceptions or feelings about an organisation. It encompasses management styles, participation of staff in making decision reduction of frustration, personnel policies provision of good working conditions and a creation of suitable career ladder for workers (Nicholson and Miljus, 1992).

According to Katz and Kahn (2004), and Likert (1997) the atmosphere which is been created in the organisation has substantial consequences on the perception of employees of the work context which in turn influences the extent of satisfaction and productivity. Schneider, (2008) defined organisational climate as an experientially based description of the environment of work and employees perception of the formal and informal policies, procedures and practices within the organisation. Xaba (1996) defined organisational climate as a consciously perceived

environmental factors subject to the control of the organisation. Furthermore, Kaczka and Kirk (1978) opined that organisation climate is a set of attributes, which can be perceived within 9 unit, department or organisational large. Organisation climate is a phenomenon that every organisation has and their influence affects many aspects within an organisation. Organisational climate is correlated with many outcomes in the workplace like job satisfaction, intention to quit, safety and innovation (Kuenzi, 2008). Organisational climate is the shared perception that employees attached to a specific features of the work setting (Schneider and Reichers, 1983). However, Watkin and Hubbard (2003) opined that organisational climate is how it feels for employee to work in a particular environment and for a particular boss. It is the various aspects of work environment that directly impact how well employee can do their jobs.

## Reward

Reward system in organisation plays an essential role in keep employees self-esteem high and passionate (Danish and Usman, 2010). Reward is a motivational factor which is capable of enhancing engagement of employees. Deeprose (1994) argued that good managers of firms reward employees by doing things that recognise their accomplishment and they reward people by given them tangible things according to employee's ability and skills which in turn make employee more engaged to their work. Rewarding employees for their productivity has been the cornerstone of business and industrial success for centuries and financial reward that is fair enough has always been essential in managing performance of employee and ensuring their engagement over the years (Murphy, 2015). He argued that rewards are programmes and practices which influence people's action, it also has the ability to deliver positive result or consequences for the firm. Man is a rational and economic being whose main desire is to achieve or earn a reward that is motivating. When a worker get a fair reward, such leads to satisfaction which eventually result in engagement of the employee to his/her organisation. There is low possibility that one will get engaged even when there is no fair reward. Employees in an attempt to achieving organisational goals, also seek to achieve their own goals from the organisation. However, when such expectations of the employees are cut short, there is high likelihood that such employees will get disengaged in organisational employee can be rewarded based on various criteria's, we have the team base reward system, performance relate pay etc. It is worthy to note that irrespective of the reward system applicable in firms, such should be fair enough to ensure the engagement of employees. Reward can broadly be classified into intrinsic reward and extrinsic reward. Extrinsic reward are reward which are tangible which is been given to employees by the organisations such extrinsic reward include pay, benefits and bonuses. They are referred to extrinsic reward because they are external to the work itself and it is under the control of other people. However, intrinsic rewards are reward that are psychological that employee gets from performing a work that is meaningful. Such intrinsic rewards are not tangible example of which is appreciation and recognition. Wilson (2003) noted that since every organisation is different, the reward system should be adopted to the specific organisation.

**Job Autonomy**

The environment of work, is full of dynamism and uncertainty, however despite the varied characteristics of different organisation, employees still desire a high level of satisfaction in the workplace. Bradley, Taylor and Anh (2014) stated that job autonomy is one of the main factors that influences job satisfaction when employee are satisfied as a result of job autonomy, there is high tendency that there will be an increase in engagement. More autonomy is expected to be associated with higher engagement because the employee have more liberty to decide their work Schedule, Langfred and Moye (2004) observed a positive effect of job autonomy on job performance, this result because an individual with job autonomy will have a sense of perception of been trusted to execute a given task. This positive perception serves as an intrinsic motivation which enhances their engagement in the organisation Elsass and Velga (1997) noted that job autonomy allow workers to restrict their exposure to stressor and give them ability to choose their tasks or give the worker the freedom to limit the more stressful tasks, hence reducing the feeling of threat thereby encouraging a positive copying behaviours. Leach, Wall and Jackson (2003) defined job autonomy as a practice the deals with the delegation of responsibility down the hierarchy in the organisation in a manner to give the employee an enhance ability in decision making as it concern the execution of their work. In the banking industry, there are many employee who are professionals. Eaton-Walley and Lowe (2004) argued that professional workers experience of autonomy and independence are main characteristics in ensuring job satisfaction that result in employee engagement.

**Recognition and encouragement**

Employees enjoy a work environment where they feel valued and recognised. The feeling of recognition in employee can enhance their willingness to get engaged to the organisation. Employee recognition increases good staff relations, raises morale of all employees in the organisation and enhances smooth operations in the work place. According to Byrne (2002) cited in Alam, Saeed and Akter (2013), if organisations are to survive the present malaise in the economy, they have to achieve more productivity by their employees, not by slashing and cutting, but by nurturing, engaging and recognition of the employees. Recognition is the acknowledgement or identification given for something. Kim (2004) sees employee recognition as a timely, formal or informal acknowledgement of a person's behaviour or that of a team which support the goals of the organisation and which has clearly exceed normal expectation. Schuler and MacMillan (2006) noted that recognition systems are important tool to integrate individual efforts with business strategic objectives by encouraging employees for work well done. In line with this, Alam, Saeed, Sahabuddin and Akter (2013) maintain that recognition systems are powerful tool of focusing attention within an organisation. This imply that recognition fosters engagement of employees in the organisation. Appreciation when is shown through recognition shows to employee that their work is valued. Roberts (2005) maintain that when employees and their effort are valued by supervisors, it increases satisfaction, enhances productivity and the motivation to increase positive work outcome. Employee wants to be valued and respected for their effort and contribution and praise and recognition are necessary for any organisation that is outstanding. For acknowledgement to

yield the desired the desired positive outcome, it must be sincere and timely. Considering the present economic downturn, organisation may not be able to motivate employees by rendering financial compensation, but simple recognition (either formal or informal) can be instrumental in motivating employees and hence achieving their engagement in the organisation. Recognition and reward programs is play an essential part in achieving firms success by helping to attract and retain high performing employees (Teresa, Daniel and Metcalf, 2005).

## Concept of Employee Engagement

Employee engagement has gained ground for the past years because of its relevance to the entire organisation. Robinson, Perryman and Hayday (2004) saw engagement as a right attitude which an employee have towards the organisation and its values. When employees are engaged, he/she is aware of business context and also work with fellow employees in order to boost performance within the job for the benefit of the entire organisation. Kahn (1990), is noted to be the first scholar to have applied the concept of engagement to the workplace. Kahn (1990) gave a grounded theory in relation to personal engagement and disengagement at work in two different contexts: a summer camp and architecture firm. He examined the state of been engaged and disengaged at the place of work. Drawing from his findings, he defined personal engagement as the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others personal presence in terms of affective, cognitive and emotional component, and active full role performance. According to Robertson Smith and Markwick (2009), company based models view engagement as an outcome. They asserted that an engaged employees exert loyalty, show commitment, exert discretionary effort, they also maximize their talents in the organisation and they are enthusiastic advocates of their organisations value and goals.

According to them, engagement is a step above satisfaction and motivation. Kahn (1990) defined employee engagement as the act of harnessing of organisation members selves to their work roles; in engagement, employee expresses themselves totally in terms of cognitive, emotion and physically when performing their role. In the words of Kahn (1990), an engaged employee needs to be psychologically and physically present when performing or occupying a particular present when performing or occupying a particular organisational role.

## Cognitive Engagement

Cognitive engagement focuses on how employees appraise the tasks in which they are involved. Kahn (1990) reported that the extent of cognitive engagement of workers within the workforce originates from an employee's appraise of whether their work is meaningful, physically, emotionally and psychologically safe, and if the resources which are available are sufficient enough to complete their work. This interpretation of the work domain is employed to examine and determine the holistic significance of a situation and serves as the catalyst toward the intention to get engaged.

Casimiro (2016) opined that cognitive engagement draws on the idea of investment; it encompasses thoughtfulness and willingness to exercise the effort paramount needed or necessary to comprehend complex ideas and master difficult skills. Casimiro (2016) further

asserted that cognitive engagement typifies or typically describe the various ways in which one think deeply about ideas and concepts, the extent and degree on how they make meaning of the material presented to them and how they also use self-regulating strategies to master their task.

Shuck Sigarmi and Nimon (2013) noted that employee engagement involves a service which covers psychological state, cognitive state, affective state and the behavioural state which shows the workers' intention or willingness to act. Cognitive engagement is related to mental process of judgement, memory, perception and reasoning which influences the very employee act or reacts in organisation. In Kahn (1990), cognitive engagement relates to the need for employees to be acutely aware of and aligned with the organisational strategy and knows what they need to deliver the optimal return on their work effort.

**Affective Engagement**
Affective engagement encompasses the broadening and investments of the emotional resources employee have within their influence. Employees invest their personal resources (Trust and Knowledge) in the organisation when they are emotionally engaged with their activities or work. The level of affective engagement triggers or increases various employee behaviour and also impact on staff loyalty and retention.

Furthermore, affective engagement involves interest, boredom, anxiety, happiness and other affective states which could possibly affects learner's involvement. Affective engagement comprises of both positive and negative reactions (Fredrick et al; 2004). These feelings of positive emotions momentarily broaden an employee's resources and boost rigorous thinking processes often displayed during moments of engagement. In affective engagement process, the beliefs and feelings which an employee holds influence and direct outward energies toward the completion of tasks (Rick et al, 2010). The investment of employee personal resources (pride, trust and knowledge) at the first glance may seem trivial. The positive emotions of pride and trust of employee originates from appraisal made about the environment during the cognitive stage. Workers who are affectively engaged feel a strong sense of belonging and identity with their organisation.

**Organisational Culture**
The culture of an organisation has been noted to be an indispensable aspect of the behaviour of firms and it is of paramount importance to be considered will dealing or studying the functioning of organisations (Silver, 2004). Cultures are norms and values which are generally shared in the workplace. The culture of a firm is what distinguishes them in terms of originality, risk taking, management of change, consistency and assertiveness from all other firms (Dennison, 2000) noted that organisational culture is the shared philosophies, feelings, ideologies, expectations, beliefs, values, norms and attitude. Lunenburg (2011) sees corporate culture as the entire beliefs, feelings, behaviours and symbols that characterises an organisation.

Most executives has come to the realisation that every firm has their distinct culture which affect the manner in which things are done and also sharpen the ideology of the entire organisation. Cooke (1987) stated that the present vested interest in the examination of firm's

culture streams from four main sources which are the human resource management, national culture, research climate and from conviction approaches which buttresses the rational and structural nature of the organisation to be able to render a captivating explanation of organisational behaviour. Hofstede (1991) is of the view that firm's culture is a collective programming of the conscience that distinguishes the staff of a firm from that of other firms.

Furthermore, Stewart (2007) maintained that executives of organisations there are motivated to achieve success cannot ignore the formation of a high-performance work culture. Schein (2011) pointed out that firms culture is even more important today with the information age more than it were in the time past. Organisational culture has been viewed as a blueprint of value which are shared in companies in order to improve consistency of staffs. Stewart (2007) further noted that one of the most necessary aspect of culture as a word is attitudes and beliefs which are thoughts in the workforce. When the culture of a place is encouraging and friendly, employee tend to get more engaged which in turn can reduce intention to leaving the firm.

According to Medina (2012), workers have the possibility of assessing factors that lead to satisfaction; mostly factors that are intrinsic in nature when the culture of the firm is harmonious and supportive. The extent to which are from success or failure depend to a large extent on the dominant culture. Shani and Lau (2008) pointed out that corporate culture is often responsible for a company's ills or on some occasions, praised for generating qualities that are helpful and positive.

Owhoridan (2016) stated that corporate culture would moderate the influence of satisfaction with the job and worker turnover in the sense that organisations which supports better care for its employees will also have the executives looking out for means to motivate their workers which in return will ensuring employee happiness and increase the willingness to remain and get engaged with the company

**Empirical review of the study**

Over the years, several studies have been carried out on issues relating to organisational climate and employee engagement. Lin and Ping (2016) carried out a study which investigated perceived job autonomy and employee engagement as predictors of organisational commitment. The spearman rank order correlation coefficient was used by them to analyse their data. From their investigation, it was revealed that a weak positive correlation exist between job autonomy which is a dimension of the organisational climate and commitment as one unit of increase in job autonomy of employee let to just 0.05 unit increase in commitment.

Ghanbari and Eskandari (2014) examined the relationship between organisational climate job motivation and organisational citizenship behaviour at the Bu-Ali Sina University. A descriptive research method was used. 750 non-academic staff served as the population and the Cochran formula was used to derive a sample size of 250 employees. They employed a stratified random sampling. The pearson correlation coefficient showed that there is a significant positive correlation between organisational climate and job motivation, and organisational citizenship behaviour. Putter (2010) investigated the relationship between organisational climate and performance. 30,892 employees in 49 functioning companies were

covered in the study. A regression analysis was used which revealed that a significant relationship do exist between organisational climate and profitability and significant relationship between organisational climate and employee engagement. Notwithstanding, the study revealed that there is no significant relationship between organisational climate and employee turnover. The study further revealed that organisational climate is highly influenced by management support.

Furthermore, Bahrami, Taheri, Montazeralfara's and Tafti (2013) examined the relationship between organisational climate and psychological well-being of employees in hospitals. A cross sectional survey was used in the study, and 120 employees was covered in the investigation. The chi square test and pearson's correlation coefficient was used in the analysis of data. The result revealed that a negative correlation does exist between organisational climate and psychological wellbeing of the employees. Several empirical studies have found that organisational climate is significant with different organisational and individual outcome. Delgoshaei, Tofighi and Kermani (2008) discovered in the study that there is a positive significant relationship between organisational climate and organisational commitment among employees and staff of educational hospitals which is affiliated to Hanadan University of medical science. Organisational climate has also be found to have a significant relationship with, team innovativeness, customers perceptions of employee service quality and individual motivation to achieve work outcomes (Acykgoza-Gunsel, 2011; Dawson, Gonzalez-Roma, Davis & West, 2013; Neal, Griffin & Hart, 2000). Organisational climate in the work of Bakker and Demerouti, (2014) was considered as a job resource, they asserted that organisational climate do predict work engagement in organisation. Haugrnes (2016) also investigated that effect of organisational climate on work engagement. A sample of 96 participants in one police district in Norway was investigated. Regression analysis revealed that job support which is a dimension of organisational climate had a significant relationship with work engagement.

Wollard and Shuck (2011) argued that given that engaged employees, usually have positive psychological experiences and positive attitude, might be expected that such employees have positive effect on organisational climate, Kataria, Gary and Rastogi (2013) found that organisational climate which is characterised by safe and meaningful working environment are positively related to work engagement.

Also, Shantz, Alfes, Truss and Soane (2013) examined the role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviour. Data was obtained from 283 respondents in consultancy and construction firm based in the United Kingdom. The results of the investigation revealed that employees which high level of autonomy are more highly engaged in the organisation. Broeck, Vansteenkiste, Witte, Soenens and Lens (2010) also found that autonomy enhances the work engagement of employees. Mugo, Wario and Odhiambo (2014) investigated the relationship between job characteristics and employee engagement among state corporations in Kenya. The exploratory design was used and a sample size of 434 was studied. The result shows that job autonomy which is a dimension of organisational climate was positively correlated with employee engagement (the correlation was 0.318). A detailed investigation was carried out by Kimutai and Sakataka

(2015) where they examined the effect of reward on employee engagement and commitment at Rift Valley Bottlers Company. A descriptive survey design was used in the study. The findings reveal that reward like promotion opportunities and health benefit have the strongest contribution to engagement of employee.

Scott, McMullen and Royal (2010) examined the role of rewards in building employee engagement. The result reveals that reward has positive influence on the engagement of employees. The study revealed that financial reward has impact on engagement. However, the non-financial reward had more impact on employee engagement. Iqbal, Karim and Haider (2015) examined rewards and leadership on the employee engagement in conventional banking sector of Southern Punjab. 50 employees from 5 banks were selected for the study. The analysis revealed that reward has positive influence on employee engagement. Aberdeen group (2013) concluded that by demonstrating appreciation for employee contributions (recognition), that employee will continue those behaviours and stay more engaged with the firm and fell motivated to perform. They noted that 60% best in class organisations asserted that employee recognition is extremely valuable in driving engagement and performance.

### 3.0 Methodology

The cross sectional survey, a type of the quasi-experimental design was used in this study because the variables were not under the control of the researcher and the research intend to generate new act without intentional manipulation of variables. The accessible population was 384 employees of 21 selected banks in Port Harcourt. Yamene (1968) formula was used to derive a sample size of 196 employees. The primary data will be obtained using a well-structured questionnaire which will take the form of an open ended and multiple choice format. The questionnaire was divided into two parts; the first section will deal with personal and demographic representative of the respondents. While the second section produces response regarding idea of the respondent as it relates to the variables under study. The employee engagement which is the dependent variables was operationalized with fifteen (10) items as given in Kahn (1990). 5 items were used in measuring affective engagement (I feel happy when I am working intensely) and 5 items for cognitive engagement (I find the work that I do full of meaning and purpose). While the predictor variable will be operationalized as given by Balachandran and Thomas (2007), with 15 items, 5 for Recognition (My company has equitable recognition for effectiveness and efficiency) 5 for fair reward,( Sincere and satisfactory work is properly rewarded) and 5 for job autonomy(I have no autonomy in my job) Response to these items was given on a 5-point likert scales ranging from 1 = strongly disagree, 2 = agree, 3 = neutral, 4 = agree and 5 = Strongly agree. The moderating variable (organisational culture) was examined using a set of 5 items to ascertain if organisational culture moderates the relationship between the variables. The content validity was employed in this study. The cronbach alpha was used in testing the reliability of the instrument. The reliability of reward, job autonomy and recognition/encouragement gave an alpha values of .825, .735 and .764 respectively. While the reliability of affective engagement and cognitive engagement were .701 and .888 respectively. The items for the moderating variable (organizational culture) gave an alpha value of .759. The spearman's rank order correlation coefficient statistical analysis was used in analysing the stated hypothesis through the use of

SPSS. However, the partial correlation was used to examine the influence of culture of organisation on the relationship between organizational climate and employee engagement.

## 4.0 Result

Out of the 196 questionnaires distributed to respondent, only 140 (71.4%) copies were retuned. Thus, the analysis was based on the 140 copies completely filled and returned from respondents. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance

**Decision Rule:**

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

**Table 1          Relationship between reward and affective engagement**
**Correlations**

| | | | Reward | Affective Engagement |
|---|---|---|---|---|
| Spearman's rho | Reward | Correlation Coefficient | 1.000 | .570 |
| | | Sig. (2-tailed) | . | .002 |
| | | N | 140 | 140 |
| | Affective Engagement | Correlation Coefficient | .570 | 1.000 |
| | | Sig. (2-tailed) | .002 | . |
| | | N | 140 | 140 |

 **. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2018*

Reward and Affective Engagement: The result of the data analysis shows a significant level *p<* 0.05 (0.002< 0.05). The rho = 0.570, showing positive correlation between the variables. The findings reveal a positive relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

**Table 2          Relationship between Reward and Cognitive Engagement**

**Correlations**

| | | | Reward | Cognitive Engagement |
|---|---|---|---|---|
| Spearman's rho | Reward | Correlation Coefficient | 1.000 | .301[**] |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 140 | 140 |
| | Cognitive Engagement | Correlation Coefficient | .301[**] | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 140 | 140 |

**. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2018*

Reward and Cognitive Engagement: The result of the data analysis shows a significant level $p<$ 0.05 (0.000< 0.05). The rho = 0.301, showing positive correlation between the variables. The findings reveal a positive relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

**Table 3          Relationship between Autonomy and Affective Engagement**

**Correlations**

| | | | Autonomy | Affective Engagement |
|---|---|---|---|---|
| Spearman's rho | Autonomy | Correlation Coefficient | 1.000 | .610[**] |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 140 | 140 |
| | Affective Engagement | Correlation Coefficient | .610[**] | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 140 | 140 |

**. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2018*

Autonomy and Affective Engagement: The result of the data analysis shows a significant level $p<$ 0.05 (0.000< 0.05). The rho = 0.610, showing positive correlation between the variables. The findings reveal a positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

**Table 4        Relationship between Autonomy and Cognitive Engagement**

**Correlations**

| | | | Autonomy | Cognitive Engagement |
|---|---|---|---|---|
| Spearman's rho | Autonomy | Correlation Coefficient | 1.000 | .102 |
| | | Sig. (2-tailed) | . | .033 |
| | | N | 140 | 140 |
| | Cognitive Engagement | Correlation Coefficient | .102 | 1.000 |
| | | Sig. (2-tailed) | .033 | . |
| | | N | 140 | 140 |

**. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2018*

**Autonomy and Cognitive Engagement**: The result of the data analysis shows a significant level $p < 0.05$ (0.033 < 0.05). The rho = 0.102, showing a positive correlation between Autonomy and Cognitive Engagement. The findings reveal a positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

**Table 5        Relationship between Recognition/Encouragement and Affective Engagement:**

**Correlations**

| | | | Recognition/ encouragement | Affective Engagement |
|---|---|---|---|---|
| Spearman's rho | Recognition/ encouragement | Correlation Coefficient | 1.000 | .396** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 140 | 140 |
| | Affective Engagement | Correlation Coefficient | .396** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 140 | 140 |

**. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2018*

Recognition/ Encouragement and Affective Engagement: The result of the data analysis shows a significant level $p < 0.05$ (0.000 < 0.05). The rho = 0.396, showing a positive correlation between Recognition/ Encouragement and Affective Engagement.. The findings reveal a

positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted

**Table 6**            **Relationship between Recognition/Encouragement and Cognitive Engagement:**

**Correlations**

|  |  |  | Recognition/ encouragement | Cognitive Engagement |
|---|---|---|---|---|
| Spearman's rho | Recognition/ encouragement | Correlation Coefficient | 1.000 | .378** |
|  |  | Sig. (2-tailed) | . | .004 |
|  |  | N | 140 | 140 |
|  | Cognitive Engagement | Correlation Coefficient | .378** | 1.000 |
|  |  | Sig. (2-tailed) | .004 | . |
|  |  | N | 140 | 140 |

**. Correlation is significant at the 0.05 level (2-tailed).
*Source: Survey Data, 2017*

Recognition/ Encouragement and Cognitive Engagement: The result of the data analysis shows a significant level $p< 0.05$ (0.004 < 0.05). The rho = 0.378, showing a strong positive correlation between Recognition/ Encouragement and Cognitive Engagement.. The findings reveal a positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

**Table 7**            **Moderating effect of Organisational Culture on the Relationship between Organisational Climate and Employee Engagement**

**Correlations**

| Control Variables |  |  | Organisational Climate | Employee Engagement |
|---|---|---|---|---|
| Organisational Culture | Organisational Climate | Correlation | 1.000 | .429 |
|  |  | Significance (2-tailed) | . | .000 |
|  |  | Df | 0 | 137 |
|  | Employee Engagement | Correlation | .429 | 1.000 |
|  |  | Significance (2-tailed) | .000 | . |
|  |  | Df | 137 | 0 |

*Source: Survey Data, 2018*

Table 4.16 above shows the moderating role of organisational culture on organisational Climate and Employee Engagement.. The partial correlation analysis reveals a significant level of moderation by organisational culture on the association between the two variables, $p < 0.05$ (0.000 < 0.05) shows that organisational culture moderates the relationship between Organisational Climate and Employee Engagement. Therefore, the seventh hypothesis, $Ho_7$ is rejected, and the alternate accepted.

## 5.0 Discussion of findings

Based on the data retrieved and analysed using the spearman rank order correlation coefficient, it is clear that a significant relationship exists between the dimensions of organisational climate (reward, job autonomy and recognition/encouragement) and the measures of employee engagement (affective engagement and cognitive engagement). The findings are further discussed as follows:

### Reward and Affective Engagement

The result of the analysis revealed that reward has a significant relationship with affective engagement. This is true, given that the P-value was less than 0.05 (0.002 < 0.05). Hence the null hypothesis was rejected and the alternate hypothesis was accepted. The correlation value revealed a moderate positive relationship between reward and affective engagement. This moderate positive relationship implies that when the reward of an organisation is fair, it result in increase in affective engagement of employees. This finding agrees with that of Bakker and Demerouti (2014) which asserted that organisation climate do predict work engagement in organisations. Furthermore, Scott, McMullen and Royal (2010) observed that reward has a positive influence on the engagement of employees. Drawing from the discussion above, the study found that when reward increases, the affective engagement of employee is enhanced moderately.

### Reward and Cognitive Engagement

The result of the analysis revealed that reward has a positive relationship with cognitive engagement. The analyses shows that the P-value was less than 0.05 (0.00 < 0.05). Therefore the null hypothesis was rejected and the alternate hypothesis was accepted. The result further shows that the rho value was 0.301 which depict a low positive relationship between reward and cognitive engagement. This implies that an increase in reward has a positive influence on the cognitive engagement of the employees. When reward increases, cognitive engagement also increases. This finding concurred with that of Iqbal, Karim and Haider (2015) which observed that reward has positive influence on employee engagement. The study thus found that a vested interest in ensuring that employees are adequately rewarded has a moderate impact on the cognitive engagement of employee. This implies that cognitive engagement of employee respond to the direction of reward. Thus when reward increases, the cognitive engagement increases too to a moderate level.

### Job Autonomy and Affective Engagement

In analysing the relationship between job autonomy and affective engagement, the result revealed that the P-value of 0.000 was less than 0.05 (0.000 < 0.05). This implies that there is a

significant relationship between job autonomy and affective engagement. Also, the correlation value of 0.610 implies that there is a high relationship among job autonomy and affective engagement. The implication of the result is that when there is increase in high autonomy, the affective engagement of employees in boost up. The result of this finding is in agreement with the previous work of Shantz, Truss and Soane (2013) which found that employees with high level of autonomy and more highly engaged in the organisation. The findings from the relationship show that job autonomy impact positively on the psychological state of an employee which thus enhances their affective engagement.

**Job Autonomy and Cognitive Engagement**

The analysis of the relationship between job autonomy and cognitive engagement, revealed a significant relationship. The result shows that the P-value of 0.033 was less than 0.05 which implies that there is a significant relationship. Furthermore, the rho value of 0.102 shows that there is a low positive relationship between job autonomy and cognitive engagement. This implies that an increase in job autonomy will only increase cognitive engagement slightly. This finding concurred with that of Broeck, Vansteenkiste, Witte, Soenens and Lens (2010) which found that autonomy enhances the work engagement of employees. Furthermore, Mugo, Wario and Odhiambo (2014) also observed that a low relationship exist between autonomy and employee engagement. The findings from the relationship show that job autonomy impact positively on the cognitive state of an employee which thus enhances their cognitive engagement.

**Recognition/Encouragement and Affective Engagement**

Based on the analyses of the study, the result depict that a positive significant relationship exist between recognition/encouragement and affective engagement. This is based on the fact that the p-value was lower than 0.05 (0.004 < 0.05). Hence the null hypothesis was rejected and the alternate hypothesis was accepted. The rho value of 0.378 shows that a low positive relationship does exist between recognition/encouragement and affective engagement. This implies that when employees are well recognised and encouraged, such increases their affective engagement in the work place. This finding aligns with that of Scott, McMullen and Royal (2010) which observed that non-financial reward had impact on employee engagement. This implies that employees do not only get engaged as a result of monetary benefit, but their engagement is enhanced when they are well recognised in the organisation. This means that when firms are able to enhance their recognition programs to encourage employees with good performance, such employees are likely to experience affective engagement.

**Recognition/Encouragement and Cognitive Engagement**

Based on the analysis, the result revealed that a significant relationship exists between recognition/encouragement and cognitive engagement. This is based on the fact that the P-value of 0.004 was less than 0.05. Hence the null hypothesis was rejected and the alternate hypothesis was accepted. However, the rho value (0.378) shows that a low relationship exists between recognition/encouragement and cognitive engagement. This implies that cognitive engagement is enhanced in the organisation when the employees are well recognised for their

performance. This finding agrees with that of Putter (2010) which noted that organisational climate had a significant relationship with employee engagement. This result implies that recognition and encouragement influence the cognitive state of an employee and thus attract their cognitive engagement.

**Moderating Role of Organisational Culture on the Relationship between Organisational Climate and Employee Engagement**

The analyses of the moderating role of organisational culture, using the partial correlation, the result revealed that organisational culture moderately influence the relationship between organisational climate and employee engagement. This shows that the culture of a firm could enhance or strengthen the relationship between organisational climate and employee engagement. Medina (2012) noted that been satisfied with the culture of the organisation has a moderate influence on job satisfaction which lead to engagement. This shows that the presence of a conducive organizational culture, strengthen the relationship between organizational climate and employee engagement.

**6.0 Conclusion and Recommendation**

Based on the research findings, it is very clear that there is a significant relationship between reward, job autonomy and recognition/encouragement which are the dimensions of organisational climate with the measures of employees' engagement (affective and cognitive engagement). This implies that there is a linear relationship between organisational climate and employee engagement. When there is a conducive organisational climate in terms of fair reward, job autonomy and recognition, the engagement of the employee is enhanced. The positive relationship implies that organisational climate positively predicts employee engagement. As such, when organisations are interested in improving the engagement of the workforce, they should give high attention to the organisational climate. Furthermore, organisational culture significantly moderates the relationship between organisational characteristics and employee engagement. In conclusion, having a fair reward and high level of autonomy in organisation where the employees are allowed to use their initiative in performing their job, and having a well-designed program of recognition will go a long way to enhancing the engagement of employees in organisations. Based on the research findings and conclusion, the following recommendations are proffered:

1. The management of banks should introduce a performance-reward tie system as such will enhance engagement of employees in the organisation.
2. The management of banks in Nigeria should endeavour that their employees are given substantial freedom in scheduling work so as to use their initiative in performing their job. This will create a sense of responsibility in the employee and thus enhance their engagement.
3. The management of banks in Nigeria should ensure that their employees are rewarded based on the dominant wage in the industry so as to ensure the engagement of the employees.

4. The management of banks in Nigeria should ensure a monthly recognition program; here best performing employees are recognised. This will serve as a motivational factor to the employees and thus increase the employees' engagement to the organisation.

5. The management of banks in Nigeria should contribute the culture of encouraging and praising their employees as such could enhance the psychological state of the employees and thus their engagement to the organisation.

6. The management of banks in Nigeria should ensure a timely and an efficient recognition system.

7   The management of money deposit banks should ensure a culture of participatory management so as to enhance the engagement of employees

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