ORGANISATIONAL CLIMATE AND EMPLOYEE PRODUCTIVITY OF TELECOMMUNICATION FIRMS IN BAYELSA STATE, NIGERIA

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Abstract

The purpose of this research work was to examine the relationship between organisational climate and employee productivity of telecommunication firms in Bayelsa state, Nigeria. Descriptive survey research design was adopted for this research work. A total number of One Hundred and Forty-One (141) members of staff constituted the target population. A sample size of one hundred and forty-one (141) respondents was determined using census sampling. The total number of items instruments titled "Influence of Organisational Climate on Employee productivity" was a 20 items questionnaire to elicit response from targeted respondents. The instrument was arranged after modified Likert 1-4-point rating scale. The multiple linear regression analysis was the statistical tool use with SPSS software version 23 to analyzed data. The research revealed that: organisational climate influenced effectiveness and task capacity (r2=.040 P-V.025) and customer satisfaction was influenced at significant level of (r2 =.123 P-V .000).while leadership styles influenced effectiveness and task capacity at a no significant level of (r2=.005 P-V .469) and customer satisfaction at a significant level of (r2 =.057 P-V.015). The research work recommended that: Organisations should structure their organisation in manner that it will foster seamless operations and inter-departmental collaborations. Organisations should ensure managers are supportive and accessible. They should provide guidance, opportunities for growth and resources. Organisations should regularly acknowledge and reward employees' dedication, hard work and achievements. Promote a culture of respect, positivity, inclusivity and celebrate milestones as this will encourage teamwork and create sense of harmony. The research was brought to conclusion that organisational climate and employee productivity has a positive significant relationship.

Keywords: Organisational climate, employee productivity, telecommunication firms, Bayelsa state Nigeria

Introduction

The dynamism of human factor in this 21st century organisations is a precursor for the survival, growth, decline and/or failure of any business organisation and as such, irrespective of this, human factor has been continuously posing serious threat to the much needed harmonious relationship for employees to have a serene and conducive atmosphere. As such, what the organisation offers to her employees in terms leadership styles, communication, policies flexibility, organisational structures, reward system and team commitment contributes significantly in actualizing the vision and objective(s) of the organisations. From human relations approach, employees have been accepted as the most important component of organizations (Sarbessa, 2007).

Employee productivity basically refers to the efficiency and effectiveness with which an employee completes assigned tasks and achieves predetermined goals within a specific time frame. It is a critical measure of an organisation's success, as it directly impacts the overall performance and profitability of the business. Productive employees are able to consistently produce high quality work, meet deadlines and contribute to the overall success of the organisation. They are able to manage their time and tasks effectively, minimize distractions, and maintain a high level of focus and motivation. Nevertheless, one indicator that influences

efforts to improve productivity effectively and efficiently is the organizational climate applied by an agency (Bokingo, 2019). In this same vein, employee productivity is influence by a variety of factors, including the work environment, organisational climate and culture, employee engagement, and the availability of resources and support (Jerrere, 2023). It is important for employers and managers to create an environment that fosters productivity and provides employees with the tools and support they need to perform at their best. This underscore and reminds us of the Goal Setting Theory by Edwin A. Locke (1960) who opined that individuals who set their goals in specificity irrespective of the difficulty tend to performed better than those who set very easy and general goals. The theory further states that organisations should develop a workable and action plan to guide and motivate employees for the attainment of goals.

Furthermore, improving employee productivity requires a combination of effective leadership styles; clear communication and the implementation of strategies to help employees better manage their time and workload. This can include but not limited to setting clear expectations, providing regular feedback and support, offering professional development opportunities, and implementing technology and tools to streamline processes.

Organisational climate refers to the prevailing atmosphere, mood, or environment within a workplace. Organisational climate is defined as employees' shared perceptions of the work environment, policies, practices, and procedures (Weijie & Taek, 2022). The organisational climate is a unique phenomenon, defined as a collection of insights and assessments made by employees regarding the organisational environment (Bogackzyk& Woszczyna, 2023). In the same vein, organizational climate is a concept that refers to a number of traits that can be measured in a work environment or internal atmosphere within an organization that are felt directly or indirectly by the individuals working in it (Bokingo, 2019). It encompasses the shared perceptions, attitudes, beliefs and behaviours of individuals within an organisation. The climate is shaped by various factors like leadership styles, communication patterns, work structures, and the overall culture influencing employee satisfaction, motivation and performance. A positive organisational climate often foster productivity, innovation and employee well-being, while a negative one may lead to decreased morale, high turnover and lower productivity. In a nut shell, when employees feel valued, engaged and motivated they tend to be more productive and committed in achieving organisational goals and objectives. In addition, organisational climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the bottom line should stay in the organisation and continue pouring their efforts into their work to benefit the organisation (Brown & Leigh, 1996).

Organizational climate significantly influences positive outcomes, as individuals who perceive work procedures and processes to be friendly and favourable will stay and continue to put in their best towards the achievement of organisational objectives and goals (Nurharani, Nur & Shaminah, 2013). Also, a positive organisational climate is characterised by loyalty and trust. It facilitates achieving corporate goals and objectives by creating healthy interactions (Barnová, et.al 2022). Creating a supportive work environment has become a competitive management tool as a good working climate influences staff motivation, drive and self-confidence on the job performance (Obiukwu & Alaneme, 2017).

Therefore, organisational climate plays a crucial role in employee productivity and such, the knowledge of this study is needed and important to managers, chief executives, employers, employees, governments and its agencies; and the general public. Above this backdrop, by focusing on organisational climate, businesses can create an environment that supports employee productivity, leading to improved performance, retentions, customers' satisfaction and the overall success of organisation.

Statement of the Problem

Human factors has continued to played significant roles in our organisations for the survival and growths of business ventures, in as much as organisation's as structured also have the tendencies of contributing to the overall well-being of her employees working in the organisation. As such, the telecommunication firms in Bayelsa state, Nigeria has been experiencing a decline in employee productivity over the past year, resulting in decreased in customer satisfaction and revenue growth. Despite efforts to improve employee engagement and motivation, the firms' organisational climate remains a concern. Nevertheless, there was a suspicion that the organisational climate is a significant contributor to these challenges. Therefore, the researcher was interested in exploring the relationship between organisational climate and employee productivity, with the aim of identifying strategies to improve the work environment and boost employee productivity. Therefore, this statement problem sets the stage for an in-depth examination of the organisational climate and it impact on employee productivity at telecommunication firms in Bayelsa state, Nigeria.

1.1 Purpose of the Study

The critical purpose of this research work was to investigate the influence or relationship of organisational climate on employee productivity of telecommunication firms in Bayelsa state, Nigeria. The specificity of this research was to:

1. Investigate the relationship between organisational structure and employee productivity of telecommunication firms in Bayelsa State, Nigeria.
2. Investigate the relationship between leadership styles and employee productivity of telecommunication firms in Bayelsa State, Nigeria.

The research questions that guided the research work are as follows:

1. What is the influence of organisational structure on effectiveness and task capacity in Telecommunication Firms in Bayelsa State, Nigeria?
2. What is the influence of organisational structure on customer satisfaction in Telecommunication Firms in Bayelsa State Nigeria?
3. What is the influence of leadership styles on effectiveness and task capacity in Telecommunication Firms in Bayelsa State Nigeria?
4. What is the influence of leadership styles on customer satisfaction in Telecommunication Firms in Bayelsa State Nigeria?

1.2 Significance of the Study

This research on organisational climate and employee productivity explores the impact of workplace environment, culture, and atmosphere on employees' performance, motivation, and job satisfaction. Understanding the organisational climate helps companies create conducive environments that enhance productivity, employee engagement, and overall organisational success.

Factors such as leadership styles, communication channels, teamwork and organisational structure influences organisational climate and subsequently affect employee productivity. By analyzing these factors, organisations can implement strategies to improve their climate and consequently boost productivity levels. In the same vein, employee's benefited immensely from this research finding by way of equipping themselves with the best organisational practices as it concerns organisational climate and its attendant's impact on productivity is maximal. More so, this research is of immense benefit to managers of telecommunication firms and the general public for the purpose of knowledge driven organisational climate and employee productivity.

1.5 Scope of the Study

The epicenter of this empirical research was on organisational climate and employee productivity in telecommunications firms in Bayelsa state, Nigeria. The geographical scope of this research focused on Bayelsa state, Nigeria. In the area of content scope, the research was based on the entire employees of the telecommunications firms in Bayelsa state, Nigeria. In addition, the predictor variable is organisational climate (dimensioned as Organisational Structure and Leadership Styles) while the criterion variable is Employee productivity (measured as Effectiveness and Task Capacity; and Customer Satisfaction).

1.6 Conceptual Framework

The purpose of this conceptual frame work of this research was meant to organized, describe or simplify the connection, relationship and influence between the predictor and criterion variables of the study. Hence, the conceptual framework of this research was presented as follows:

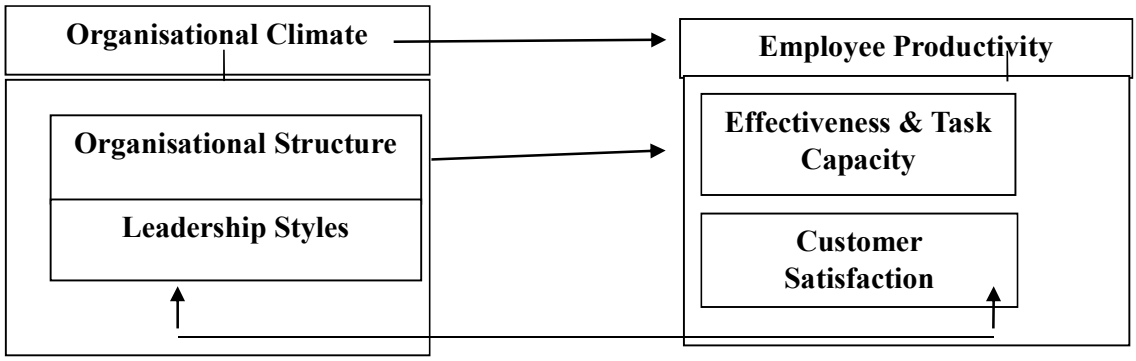


Fig. 1.1 Conceptual Framework on Organisational Climate and Employee Productivity
Source: adopted from **(Kumar & Kullar, 2021).**

2.1 REVIEW OF RELATED LITERATURE

Conceptual Review

Organisational climate refers to the prevailing atmosphere or environment within an organisation that is created by its employees' attitudes, beliefs, values and behaviours. It reflects the collective perception of the organisation's culture, leadership styles, communication patterns and the overall mood and moral of its members. A positive organisational climate fosters employee satisfaction, engagement, and productivity, while a negative one can lead to dissatisfaction, stress and decreased performance. Organizational climate is viewed as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in looking at the organization (Davis & Newstrom 2001). Alomian (2010) viewed organisational climate as a description of the internal work environment with all its dimensions and physical and social elements. In this same vein, Organisational climate can be viewed as an illustrative idea that mirrors the regular view and understanding of all individuals with respect to the different components of the organisation, for example, structure, frameworks and practices (McMurray, 2003). Organizational climate in this context has showed that organization and employee are the centerpiece of climate as it comprises the structures that have to do with people (employee's) as it relates to hierarchy as well as the communication patterns in the organization.

Organizational climate refers to the shared perceptions of employees regarding the prevailing, unspoken aspects of their work environment (SaftyCulture, 2024). It encompasses the attitudes, behaviours, and values displayed by employees at all levels, leadership styles,

and the overall feelings one gets when entering the workplace. This intangible characteristic significantly impacts employee well-being, motivation, and ultimately, an organization's success (GFoundry, 2023). Organisational climate is mainly attributed to the impacts made by members of the organization and how the organization influences her members to achieve organizational goals and objectives.

Organisational Structure

Conceptualization of organizational structure is the manifestation of systematic thought. The organization is composed of elements, relations between elements and structure as a generality composing a unit. Structure is high combination of the relations between organizational elements forming existence philosophy of organizational activity (Ahmady, Mehrpour & Nikooravesh, 2016). Organizational structure is a set of methods dividing the task to determined duties and coordinates them (Monavarian, Asgari, & Ashna, 2007). Organizational structure is the configuration of the relations on formal reporting system, jobs, span of control, operating process, people and groups making efforts to achieve the goals and objectives. Organizational structure refers to the models of internal relations of organization, power and relations and reporting, formal communication channels, responsibility and decision making delegation is clarified (Ahmady, Mehrpour & Nikooravesh, 2016).

There are key structural dimensions of organisations which are: formalization, specialization, hierarchy of authority, centralization and decentralization (Daft, 2013). Centralized organisation is an organisation where major decisions are made by few executives (Thom-Otuya, 2003). Daft (2013), in his view, posit that centralized organisation refers to the hierarchical level that has authority to make decisions. When decision making is kept at the top level, the organisation is centralized (Daft, 2013). In a juxtaposition contrast, decentralized organisation is a situation where ultimate authority to command and ultimate responsibility for result is located down the organisations efficiency permits (Thom-Otuya, 2003). In the view of Cole (2004), a decentralized organisation is one in which the authority to commit people, money, and materials is widely diffused throughout every level of the structure.

Above this backdrop, organizational structure plays a crucial role in determining employee productivity. A properly and well-designed organisational structure can facilitate clear communication, efficient decision-making and optimal resource allocation leading to higher productivity. Organisational structure with clear cuts hierarchical structures and; clear line of authority and unambiguous reporting system can help employees understand their responsibilities, and roles, reducing ambiguity and promoting accountability. Furthermore, any organisational structure that encourages cross-functional teamwork and collaboration can promote innovation and problem-solving abilities, thereby enhancing optimal productivity. However, organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals (Minterzberg 1972) cited in (Ahmady, Mehrpour & Nikooravesh, 2016). Similarly, Organizational structure should facilitate decision making, proper reaction to environment and conflict resolution between the units (Ahmady, Mehrpour & Nikooravesh, 2016). However, organisational structure with very rigid bureaucratic structures or designs may stifle or slow employee creativity and autonomy thereby hindering optimal employee productivity.

Leadership Styles

Leadership styles greatly vary depending on the individualistic nature of the leader and the content, context, goals and objectives of the group, team or organisation. As it is, in the time past, leadership styles are not necessarily stable because leaders in their usual ways always adapt their approach based on the situation, the challenges they face and the needs of their followers. It is very imperative to get a vivid understanding of different leadership styles and

their effect on followers and managers (leaders) and; by this, leaders can become more effective when choosing their leadership style so that they can effectively guide their teams towards achieving organisational productivity.

Leadership is a responsibility characterised by commitment and competence, and it takes place in a role relationship within a social structure (Jaques & Clement, 1994). Also, Atterbury (2002), states that leadership is mainly influenced by the context in which it takes place and differs from organisation to organisation and from culture to culture. In an attempt in defining leadership one need to put into consideration the organisations, situations, circumstances, places and the contexts before one can arrived in an effective and encompassing definition for organisational effectiveness and understanding. Contingency theorist relates the effectiveness of leadership behaviours to the demands and responsibilities presented by a specific situations or context (Knights & Willmott, 2012). In the same vein, the success of a leader or leadership style is understood to be contingent upon the circumstances that support its effectiveness (Knights & Willmott, 2012). Also, Hickson, Pugh, and Pheysey (1971) cited in Knights and Willmott (2012). Found that the power of a leader increases in direct proportion to their indispensability (difficult to replace) and their ability to manage uncertainty. Leadership style is the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes and behavior of members and subordinates (Ferine & Pohan, 2024). Also, It can be assumed that the leadership style applied in an institution can potentially influence the quality of interpersonal relationships in positive and negative directions (Barnová, *et.al* 2022).

According to Thom-Otuya (2003) there are three basic leadership styles:

(1) Democratic Leadership Style: (Subordinate-centered leader).
(2) Autocratic Leadership Style: (Boss-Centered or Coercive Leader).
(3) Laissez-Fair: (Free Rein) Leadership Style.

Democratic Leadership Style: (Subordinate-centered leader) democratic leadership style is characterised by the sharing of information power and influence between supervisor and subordinates (Inyang, 2008). Democratic leadership style is the ability to influence other people to cooperate in achieving the goals that have been set by means of various activities that will be carried out jointly between the leader and subordinates (Susanti, 2015) cited in (Ferine & Pohan, 2024).The democratic leadership style involve the followers in decision making processes by requesting their opinion and; input and putting their perspective in an unbiased context before arriving at a final decisions. This style of leadership fosters creativity, collaboration, responsibility and ownership among followers. A democratic leadership style should be applied, and mutual respect in all interpersonal relationships should prevail (Barnová, *et.a,l* 2022). Also, Hidayah says that individual characteristics and leadership style influence performance (Hidayah, 2021).

Autocratic Leadership Style: (Boss-Centered or Coercive Leader) an autocratic leader is the one who takes all decisions by himself and expects to be obeyed by his subordinates. The subordinates have no scope to question the superior (Verma, 2013). Autocratic leaders only foster one-way communication and rarely advocate for creativeness, a practice that negatively influences the enthusiasm and gratification of their employees. (Nyamota *et. al,* 2024). Autocratic leaders increase organizational conflicts which negatively influence firm performance. They restrict workplace communication and interactions which are important precursors to firm performance. In the short run, autocratic leaders are effective and can thus positively influence firm performance. The autocratic leadership style is effective whenever firms implement short-term projects that need to be completed within specified time limits.

(Nyamota *et. al,* 2024). This style of leadership can be sometimes efficient in a particular situation and it can also be offensive to followers and this can decrease their motivation.

Laissez-Fair Leadership Style: (Free Rein) laissez-fair or free rein leadership style has to do with little supervision as possible; such leaders maintain a handoff policy, where each subordinate's work is clearly defined (Ekpo, 2005). Leaders are not in control of the decision-making process. Laissez-faire leadership, characterized by minimal guidance and autonomy provision to team members, can engender adverse outcomes within organizational settings (Kesuma *et. al,* 2024). The leaders allow their followers to make decisions and manage their own work independently. This kind of style of leadership encourages autonomy and creativity, it can also lead followers to confusion and lacking in direction if the decisions are not implemented effectively.

2.2 Employee Productivity

Productivity concern the amount of output achieved from available resources. They typically describe the amount of resource inputs required to reach desired outputs and are thus stated in terms of "cost for a unit of production" units produced per employee," or "resource cost per employee" (Daft, 2013). Improving the quality of human resources, namely looking at factors that can influence employee performance such as competence, job training, employee job satisfaction levels, job stress, company work cultures give to employee's competitive advantage (Wamnebo & Muttaqin, 2023). In addition, employee productivity is not only related to a measurement from an economic perspective but also from other aspects; thus, employee productivity can be explained by absence/attendance, quality/quantity of work, task productivity, and innovation productivity (Wijayadne & Widjaja, 2022).

Effectiveness

Effectiveness is a measure of the appropriateness of organisational goals and how well those goals are being met. That is the bottom line for managers, and it is what guides managerial decisions in designing strategies and work activities and in coordinating the work of employees (Stephen, Robbins & Coulter, 2007). Effectiveness is the full production of the intended result. Outcome, or effectiveness, measures and quantify the extent to which goals are attained, needs are met, or desired effects are produced (Henry, 2001).

Effectiveness simply refers to the degree to which employee or something achieves its purposive goals by producing the desired results. It is mainly used to measure how well something performs in accomplishing its goals and objectives. Effectiveness evaluates the extent to which multiple goals, whether official or operating are attained (Daft, 2013).

Task Capacity

Task capacity refers to the maximum amount of work that an individual or organisation can handle within a given timeframe. It is very crucial concept in productivity, project management and goal setting. Task capacity is a critical determinant of performance and well-being (Wicks, 2022). In Wicks study, he found that individuals who had a clear understanding of their task capacity were more likely to experience lower levels of stress and fatigue. Organisation that effectively managed task capacity saw improvements in employee satisfaction, and customer satisfaction and productivity (Braimoth, 2019).

Customer Satisfaction

The criterion for measuring success in a customer-oriented firm is customer satisfaction (Nickels, Mchugh, & Mchugh, 2002). Value is the customer's perception of the balance between the positive straits of a good or service and its price. Customer satisfaction is the ability of a good and service to meet or exceed buyer needs and expectations (Boone & Kurtze,2005).

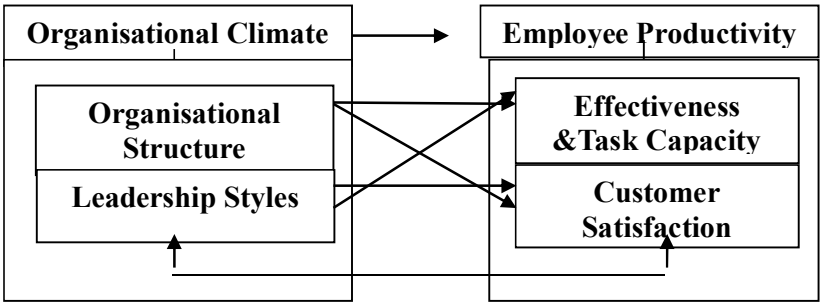
The sole aim of satisfying customers is to make profit because every satisfied customer is use to quantify the organization inside and outer performances (Bodet, 2008).

A satisfied customer is more likely to be a repeat customer and may be a promoter for the brand which will contribute to increased revenue and expansion. Customer satisfaction can simply mean the extent to which customers are satisfied with the products and services or experiences delivered by a business organisation. To commit or execute a very high level of customer satisfaction is important for the survival and growth of the business, as it can lead to positive referrals, customer loyalty and to replicate purchases or patronages.

Empirical studies on organisational climate and employee productivity and; performance evidenced that there is significant relationship between them. Just like in the study of organizational climate conditions and work productivity, the results of the analysis prove that the organizational climate has a positive and significant effect on employee work productivity (Bokingo, 2019). In a similar study of Organizational Climate and Employee Performance established the fact that there is a positive relationship between organizational climate and employee performance. Deduction from our study could be that organizational climate can positively influence employee performance irrespective of the mediating mechanism engaged since a partial mediating influence effect was achieved on the relationship (Obeng, Quansah, Cobbinah, & Danso, 2020). Also, Kumar & Kullar (2021) in their study organisational climate and employee productivity indicates strong evidence that organisational climate affects productivity positively ($rs = .738$, $\rho \leq 0.05$) with corresponding very strong ($rs>.8$, $\rho \leq 0.01$) and strong relationships ($rs>.6$, $\rho \leq 0.01$) of identified quadrant models.

Evidently, the study carried out by Dagogo (2019), on Organizational Climate and Employee Commitment further revealed a significant positive relationship between Organizational Climate and Employee Commitment. In the same vein, Obiukwu, & Alaneme (2017) undertook a study on employee productivity as a function of organizational climate in selected manufacturing firms in the south-west, Nigeria and the study also revealed that favourable organisational climate or work environment will enable an enhanced efficiency in production.

Figure 2.1 **Operational Framework**



Operational Framework on Organisational Climate and Employee productivity
Source: Adopted from (Kumar & Kullar, 2021).

3.1 METHODOLOGY

Research Design

This research work made use of the descriptive survey research design, which is in tandem with the problem investigated and also as it's involved the use of structured questionnaire that were used to administered to respondents.

A survey research can be used to investigate the characteristics of people, groups or objects. The group of people to be used must come from a definite population area for an intensive study of their characteristics. Such characteristics may include attitudes, opinions, leadership styles, attributes, job satisfaction, etc (Ajoku, 2006).

3.2 Study Area

The study was conducted in all the telecommunication firms in Yenagoa City of Bayelsa State.

3.3 Population of the Study

The information's obtained so far from all the telecommunications firms in Bayelsa state as at September 2023, indicates that a total number of One Hundred and Forty-One (141) members of staff constituted the target population of the study investigated.

3.4 Sample and Sampling Technique

The purpose of census sample was justified by the assertion of Nwankwo (2013) that in a fairly or relatively small and manageable population (like the 141 employees in Telecommunication firms in Bayelsa State, Nigeria), that population transits to become the sample of the study. A sample size of one hundred and forty-one (141) respondents was determined using census sampling. Hence, it is important to say that this study adopted no sampling technique or the principle of randomization for the determination of the sample.

3.5 Instrumentation

The data collection instrument of this research was designed by the researcher and subjected into part "A and part B", the part A was personal and demographic information's from targeted respondents while the part B was titled "Influence of Organisational Climate on Employee Productivity with five questions from each variables of Organisational Structure and Leadership (Organisational Climate) and; also five questions each from the measures of Effectiveness and Task Capacity and; Customer Satisfaction (Employee Productivity) Scale". The total number of items in part B questionnaire stood at 20 items to elicit response from targeted respondents. The instrument was arranged after modified likert 1- 4-point rating scale of Very High Extent (VHE: 4 Points), High Extent (HE: 3 Points), Low Extent (LE: 2 Points), and finally Very Low Extent (VLE: 1 Point).

3.6 Reliability of the Instrument

The reliability of the influence of Organisational Climate on Employee Productivity Scale (IOCEPS) instrument was determined using the Cronbach Alpha (r_a) method to determine whether or not the instrument measures what it intends to measure. In doing this, the IOCEPS instrument was administered to a sample of forty (40) respondents. Then 40 copies of the IOCEPS instrument were distributed to the respondents in Federal University Otuoke Bayelsa State (which was not used for the study). Upon completion of the administration of the 40 copies of the IOCEPS instrument, it was retrieved, sorted, coded and analyzed using the Cronbach Alpha (r_a) method to obtain a reliability coefficient of 0.714. The reliability coefficient obtained warranted the need for the use of the IOCEPS instrument for the administration.

3.7 Method of Data Collection

The one-on-one delivery system was adopted by the researcher to administer the Influence of Organisational Climate on Employee Productivity Scale (IOCEPS) instrument to all the 141 employee's (respondents). This enabled the researcher to ensure the integrity of the exercise and the immediate retrieval of completed copies of the IOCEPS instrument.

3.8 Method of Data Analysis

To empirically assess the relationship between the criterion variable (organisational climate) and the predictor variable (employee productivity) in this study, multiple linear regression analysis was the statistical tool or technique deployed to analyze the research questions and hypotheses because it can also be used to measure strength of relationship with 0.05 or 5% level of significance to test and analyzed the hypotheses and also it is a two-tailed null hypothesis using the statistical package for social science, (SPSS) software version 23.

4.1 RESULTS

Answers to Research Questions

5. **Research Question 1:** What is the influence of organisational structure on effectiveness and task capacity in Telecommunication Firms in Bayelsa State?

Table 1: Summary of Multiple Linear Regression Analysis on the relationship between organisational structure and; effectiveness and task capacity in telecommunication firms in Bayelsa State, Nigeria

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	39.852	1	39.852	5.145	.025[b]	S
Residual	774.501	100	7.745			
Total	814.353	101				
Multiple R (r_p) =.221[a] R. Square (r^2) = .040 Adjusted R^2= .039 Standard Error of Estimate =2.76299						

a. Dependent Variable: effectiveness and task capacity

b. Predictors: (Constant), Organisational Structure

Table 1: shows that the use of organisational structure to predict the effectiveness and task capacity in telecommunication firms in Bayelsa State Nigeria yielded a coefficient of multiple regression R (rp) of 0.221 and multiple regression square (R^2) of 0.040. This also shows that F is 5.145 which is significant at $P < 0.05$ (i.e. p-value is less than 0.05).

Research Question 2:

There is no significance relationship between organisational structure and customer satisfaction in telecommunication firms in Bayelsa State, Nigeria.

Table 2: Summary of Multiple Linear Regression Analysis on the relationship between organisational structure and customer satisfaction in telecommunication firms in Bayelsa State, Nigeria.

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	100.819	1	100.819	14.061	.000[b]	S
Residual	717.024	100	7.170			
Total	817.843	101				
Multiple R (r_p) =.361[a] R. Square (r^2) = .123 Adjusted R^2= .115 Standard Error of Estimate =2.67773						

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), Organisational Structure

Table 2: shows that the use of organisational structure to predict the customer satisfaction in telecommunication firms in Bayelsa State Nigeria yielded a coefficient of multiple regression R (rp) of 0.361 and multiple regression square (R^2) of 0.123. This also shows that F is 14.061 which is significant at $P < 0.05$ (i.e. p-value is less than 0.05).

Research Question 3

There is no significance relationship between leadership styles and; effectiveness and task capacity in telecommunication firms in Bayelsa State, Nigeria.

Table 3: Summary of Multiple Linear Regression Analysis on the relationship between leadership styles and effectiveness and task capacity in telecommunication firms in Bayelsa State, Nigeria.

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	4.294	1	4.294	.528	.469[b]	NS
Residual	813.549	100	8.135			
Total	817.843	101				
Multiple R (r_p) =.072[a] R. Square (r^2) = .005 Adjusted R^2= -.005 Standard Error of Estimate =2.85228						

a. Dependent Variable: effectiveness and task capacity
b. Predictors: (Constant), Leadership Styles

Table:3 shows that the use of leadership styles to predict the effectiveness and task capacity in telecommunication firms in Bayelsa State Nigeria yielded a coefficient of multiple regression R (rp) of 0.072 and multiple regression square (R^2) of 0.005. This also shows that F is .528 which is not significant at $P > 0.05$ (i.e. p-value is greater than 0.05).

Research Question 4

There is no significance relationship between leadership styles and customer satisfaction in telecommunication firms in Bayelsa State, Nigeria.

Table 4: Summary of Multiple Linear Regression Analysis on the relationship between leadership styles and customer satisfaction in telecommunication firms in Bayelsa State

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	30.746	1	30.746	6.097	.015[b]	S
Residual	504.245	100	5.042			
Total	534. 245	101				
Multiple R (r_p) =.240[a] R. Square (r^2) = .057 Adjusted R^2= .048 Standard Error of Estimate =2.24554						

a. Dependent Variable: customer satisfaction
b. Predictors: (Constant), Leadership Styles

Table 4 shows that the use of leadership styles to predict the customer satisfaction in telecommunication companies in Bayelsa State Nigeria yielded a coefficient of multiple regression R (rp) of 0.240 and multiple regression square (R^2) of 0.057. This also shows that F is 6.097 which is significant at $P < 0.05$ (i.e. p-value is less than 0.05).

4.2 Discussion of Findings

As succinctly shown in table 1 summary of result, which clearly express that there is significant relationship between organisational structure and; effectiveness and task capacity which further proof that organisational structure contributes to effectiveness and task capacity as a subset of employee productivity and this means that organisation that is well structured will most likely have an increase in effectiveness and task capacity. This finding is in corroborations with Minterzberg (1972) who typified that organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organisation that effectively managed task capacity saw improvements in employee satisfaction, and customer satisfaction productivity (Braimoth, 2019).

In addition to this significant relationship it means that organisational structure is the life wire for harmonious relationship and; clear definitions of roles and responsibilities for effective utilization of resources which is a precursor of employee productivity.

The compact evidence of table 2 is an attestation to the fact that organisational structure significantly influences customer satisfaction. By implication of this result, an increase in adherence to well-planned organisational structure will increase the satisfaction of customer(s) and this is in tandem with the findings of Monavarian, Asgari, & Ashna, (2007) who simplified organisational structure as the formal reporting system, jobs, span of control, operating process, people and groups making efforts to achieve the goals and objectives. Several reasons may account for this significant relationship. It further implies that an organisation that has the core mandate to satisfy their customer(s) will embed it in their goals and objective cum their organisational structure and an increase in this will lead to achieving customer's satisfaction which will enhance employee productivity.

The result in table 3 explains the relationship between leadership styles and; effectiveness and task capacity. The null hypothesis of this result was accepted because there was no significant relationship between leadership styles and; effectiveness and task capacity. This result may further account for the over centralization of leadership in telecommunication firms in Bayelsa state. According to the findings of Atterbury (2002) states that leadership is mainly influenced by the context in which it takes place and differs from organisation to organisation and from culture to culture. If this assertion is anything to go by, it reminds us of the fact that the styles of leadership in telecommunication firms shortfall of the expectations of the employees or is as a result of endemic failure of leadership in various strata of organisations. This negative relationship means that a bad or an unfriendly leadership style will decrease the effectiveness of employees and further reduce their task capacity delivery abilities.

The result in table 4 evidenced that there is positive significant relationship between leadership styles and customer satisfaction. In essence an increase in positive leadership style towards customer satisfaction will lead to achieving the goals and objective of satisfying customer and a satisfied customer would most likely come back for more patronage which will eventually amount to employees being productive. (Knights & Willmott (2012) states that contingency theorist relates the effectiveness of leadership behaviours to the demands and responsibilities presented by a specific situations or context. The position of contingency theory recounts the fact that there is no leadership style that is absolutely adjudge to be the best as situations differs so as approaches to issues differs in our organisations. So therefore, the best

leadership style that suit a particular situation, person(s) or group will guarantee customer satisfaction and increase in that leadership style will increase customer satisfaction and by implication employee productivity.

4.3 Conclusion

The core mandate of this research was to investigate the organisational climate influence on employee productivity in telecommunication firms in Bayelsa state, Nigeria. By investigating, a structured questionnaire was designed and subsequently distributed to elicit information's and collects data on organisational climate influence on employee productivity, which was analyzed. The investigation revealed that pulling all the dimensions together (multi-variant analysis) shows that there is positive relationship between organisational climate and employee productivity. The pivotal point of this research is that a conducive organisational climate will enhance and step up employee productivity.

In respect to this research work, it is imperative to know that every organisation has their ways of doing things and this peculiarity is what makes organisations differ from the others and this further explain what organisational climate is all about. A positive influence of organisational climate in organisation is a precursor for organisational performance and employee productivity.

Organizations with the right and positive climate such as the right perception, well structured plans, proper definitions of hierarchies, specializations, span of control, easy flow of communication channels and effective leadership will bring positive work environment that will further encourage employee productivity and boost the overall performance of the organisation. Organisations with a positive climate will be more agile and resilient and fosters a sense of belonging leading to higher job satisfaction, motivation and productivity.

In addition, a strong positive organisational climate improves communication as transparent communication encourages feedback, collaboration and effective conflict resolution is inevitable. The research concluded that positive organisational climate enhances better teamwork; improve customer satisfaction effectiveness, task capacity and; enhances organisations reputations creativity and innovation as it further guarantees more informed and effective decisions through collaborative and inclusive processes for overall and maximum productivity.

4.4 Recommendations

Based on the empirical findings of this research work, improving organisational climate can significantly enhance employee productivity and foster a positive organisational climate which is crucial for boosting employee productivity and the overall success of the organisation. The following recommendations were made for leaders and; managers of organisations and policies makers to adhere to for optimal employee productivity and the general survival of the organisation.

Clear Organisational Structure and Communication: Organisations should structure their organisation in a manner that will foster seamless operations and inter-departmental collaborations. A robust and potent communication channels where employees feel heard and valued will enhance positive work climate and this can be done through regular team meetings, transparent leadership interactions and feedback sessions.

Recognize and Reward Employees: Organisations should regularly acknowledge and reward employees' dedication, hard work and achievements. This can be achieved through timely promotions, employee recognitions programs, bonuses and even simple thank you notes.

Leadership Support: Organisations should ensure managers are supportive and accessible. They should provide guidance, opportunities for growth and resources. Leadership should also be visible in promoting a positive work environment.

Forster a Positive Work Culture: Promote a culture of respect, positivity, inclusivity and celebrate milestones as this will encourage teamwork and create sense of harmony.

Implementing these recommendations requires a holistic approach where organisations can create a positive and productive work environment that supports organisational policies and leadership behaviours that align with the goal of enhancing the organisational climate and conclusively, increasing employee productivity, well-being, growth and organisational success.

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