Securing Employee Engagement through Organizational Climate

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Abstract:
          The study examined securing employee engagement through organizational climate. Employee engagement in these turbulent times is needful to ensure competitive advantage and profitability. Hence, it has carefully emphasized where engaged employees excel; drivers of engagements; empirical scholarly articles and journals; types of organizational climate; the influence of organizational climate on the human performance and employee engagement. The dimensions of organizational climate were given by Rao and Wentrab (2013) and the measures of employee engagement were given by Kahn (1990). The study concluded that employee engagement can be secured through organizational climate with organizational culture as a moderator. It has also given some recommendations that organizations should ensure time reward and recognition program to enhance employee engagement. Organization should adopt participatory management to secure employee engagement. Besides, organizations should ensure that the culture of encouraging and praising hardworking employees should be in place to improve psychological capital. This study is important for both the public and the private sectors of the economy. Multinational companies should also take this study as a landmark to ensure competitiveness and profitability.

Palavras Chaves: Employee Engagement, Organizational Climate, Organizational Culture, Physical Engagement, Cognitive Employee Engagement and Emotional Employee Engagement, Autonomy Authority Structure, Leadership Style, Patterns of Communication, Degree of Conflict and Cooperation.

1.0 INTRODUCTION

Organizational climate is important and should be conducive in the development of human capital. Rao highlighted such climate should comprise the following dimensions; Proactivity which explains the employees willingness to take initiative that are action-oriented and are able to create or control a situation through a high degree of proactivity; openness and risk-taking where employees feel free to express their ideas and the intuition is willing to experiment with new ideas, methods and procedures; collaborations which says that there is feeling of affiliations among employees, and a sense of working for a common cause for which is about employees, with each other; trust and authenticity which is about employees' departments and groups trusting one another and will do what they claim they will; constructive confrontation which says employees face problems and issues without hiding them or avoiding them for fear of hurting one another; autonomy says employees have some freedom to act independently within the boundaries of their job/role definition; and general development climate says

employees are continuously helped to acquire new competencies through a process of performance planning, feedback, training, periodic review of performance and assessment of the developmental needs and creation of development opportunities through training, job rotation, redefinition of responsibility, etc.

The fundamental of employee engagement cannot be disputed for firms that must stay agile in a blustery environment. Accordingly, Allen (2014) defined employee engagement as the emotional commitment which workers feel towards their firm and the action which they take to accomplish successful of the firm; engaged staff shows care, enthusiasm, devotion and responsibility. Employee engagement plays a supreme 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). For the purpose of this, engaged employees show care by using unrestricted 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 motivates them to find solutions to problem and create various ideas to improve the firm.

According to Robinson, Perryman and Hayday (2004) 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.

However, it is implicit that organizational climate may be relevant as a predictor of employee engagement. From the account of Schneider, Ehrhart and Macey (2011), the trio 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.

1.1 Relevance of the Study/Statement of the Problem

Over the years, organizations have encountered high level of employee turnover, issues of commitment, fraud, employees being seen as social loafers, increasing rate of dismissal, employee dissatisfaction and a host of numerous issues. There have been issues of employers not keeping to the terms of contract of employment. There have been issues of employees being seen as machine and welfare of employees not attended. Overtime, benefits and fringes benefit due the employees not paid. There have been issues of inequality among employees. Nepotism and corruption have become the order of the day. The standard operating procedures are not followed as prescribed. The work

place has experienced vendettas among employees. No citizenship behaviour demonstrated. Hence, the study securing employee engagement through organizational climate states that employee engagement is important and if neglected becomes destructive to the organization. Besides, firms are facing problems relating to employee engagement of skilled labour in recent times (Umer, Amah & Wokocha, 2014). Therefore, employee engagement is necessary due to its impact on absenteeism, motivation, performance, turnover (Klein Beiker & Meyer, 2004).

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

1.2 Research Objectives
The specific objectives are;
1. To observe the relationship between recognition/encouragement and cognitive engagement
2. To study the relationship between job autonomy and cognitive engagement in organizational climate
3. To categorize the relationship between reward and affective engagement in organizational climate
4. To detect the relationship between recognition/encouragement and Affective engagement in organizational climate.
5. To ascertain if organizational culture significantly moderates the relationship between organizational climate and employee engagement.
6. To ascertain the relationship between job autonomy and affective engagement

2.0 LITERATURE REVIEW

2.1 Concept of Organizational Climate
Organizational climate is an integration and integral conceptual force in the larger world of an organization psychological and organizational behaviour. Organizational climate is the set of characteristics that leads to variations in organizational environments (Saungweme and Gwandure, 2011). Organizational climate was formally launched in 1940s. It is a metaphor for thinking about and describing social system. It is used interchangeably by some scholars with organizational culture. However, there are slight differences between the two concepts. Organizational culture is connected with the nature of beliefs, expectations and organizational life while, organizational climate is an indicator of whether these beliefs and expectations are being filled accordingly. Organizational climate is also referred to as the situational or environmental determinants which affect the human behaviour. Organizational climate dimensions vary from scholar to scholar. A scholar came up with six dimensions such as individual autonomy; authority structure; leadership style; pattern of communication; degree of conflicts; and cooperation. According to Rao, organizational climate comprises of proactivity; openness and risk-taking; collaboration; trust and authority; constructive confrontation; autonomy and general development climate.

2.2 Types of Organizational Climate

There are various types of climate that can be created by the organizational culture. This culture produced: people oriented; rule oriented; innovation oriented and goal oriented climates.

People-oriented climate: The organization is concern about the employees. The employer ensures that workers are trained. The onus of core set of values is on care and concern for the employees.

Rule-oriented climate: Here, the organization pays attention to retails and all members are required to key to the rules of the organization.

Innovation-oriented climate: The organization introduces or welcomes innovation and intellectual property for new ways and processes.

Result-oriented climate: The organization is interested in results as a result, puts in onus on refining every detail of the processes towards achievements of the goals or objectives of the organization.

2.3 Concept of Employee Engagement

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 dedication and accountability. Robinson et al (2004) suggested that employee engagement is a positive attitude which is held by the worker towards the organization and its values. An engaged staff is aware of business context and work with his colleague in a way to ensure improved performance. Robertson and markwick (2009) suggested that the employee engagement is consistently shown as something given by the employee who can benefit the organization through commitment, dedication, discretionary effort, advocacy and using skills and talent to the optimal level and being supportive of the values and goals of the organization. Ensuring employee engagement helps in reducing the turnover rate in firms (Robertson, smith & Markwick, 2009). It was suggested that organization 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, employees experience and the behaviors they observe getting rewarded and that one supported and expected. But, Macey (2013) noted that organizational climate is an integration and integral conceptual force in the larger world of an organization psychological and organizational behaviour. Organizational climate is the set of characteristics that leads to variations in organizational environment (Saungweme and Gwandure, 2011).

William Kahn, (1990) a psychologist identified three measures of employee engagement as physical, cognitive and emotional employee engagement. Stuart Sinclair (2020) asserted that employee engagement improves motivation, enthusiasm and help to buy into the overall aims and objectives and strategy of the organization. It has been noted by scholars since 1990s that effective employee engagement could help increase work performance and the company's bottom line. Similarly, William Kahn (1990) postulated that physical employee engagement relates to the extent to which employees expand their efforts, both physical and mental as they go about their jobs. Kahn used examples of employees describing themselves as flying around during their work and experiencing high level of personal engagement during that time. He also linked the ability to expand physical and mental energy at work with increased feelings of confidence.

2.4 Types of Employee Engagement

2.4.1 Physical Employee Engagement
This relates to the extent to which employees expend their efforts, both physical and mental as they go about their jobs. Kahn (1990) used examples of employees describing themselves as 'flying around' during their work, and experiencing high levels of personal engagement during that time. He linked their ability to expend physical and mental energy at work with increased feelings of confidence.

2.4.2 Cognitive Employee Engagement
Cognitive engagement according to Kahn is to be engaged at this level employees need to know what their employer's vision and strategies are and what performance they need to deliver to contribute to them as much as possible. He also noted and emphasized the meaning that people attached to their work theorizing that more knowledge encouraged more creativity and confident decision making.

2.4.3 Emotional Employee Engagement
According to Kahn (1990) is based on the emotional relationship that employees feel with their employers. A positive relationship will require the organization to learn how to create a sense of belonging at work encouraging employees to trust and buy into the values and missions of the organization. He cited the likes of practices that would make people group dynamics and management styles as practices that would make people feel safe and trusted. What Kahn (1990) did within his work was related to three psychological conditions (feeling safe, meaningfulness and having the right energy and resources) to the three dimensions of engagement (physical, cognitive and emotional). In essence, he believed that engaging people across all three dimensions would help them to feel secured in their roles, feel that what the efforts they were making were worth it and believe that they would be supported in their physical and mental efforts.

2.5 Scholarly Articles on Organizational Climate
Jones and James (1979) and Joyce and Slocum (1984) suggested that when employees in a particular work unit agree in their perceptions of the impact of their work environment, their shared perception can be aggregated to describe their organizational climate. Employees' appraisal of the organizational work environment takes into account many dimensions of the situation as well as the psychological impact of the environment. However, organizational climate is an illustrative idea that mirrors the regular view and understanding of all individuals with respect to the different of the organization, mainly structure, framework and practices (McMurray, 2003). Brown and Brooks (2002) explained organization climate as the "feeling in the air" and the "atmosphere that employees perceive is created in their organizations due to practices, procedures and rewards'.

Despite the fact that people contrast in the method they perceive, analyze and interpret information, the climate introduce in the organization is an aggregate view or recognition (Dormeyer, 2003). Climate is the individual perceptual or psychological description (Al Shammari, 1992). After sometime, the organizational climate has the ability to bring out the general psychological atmosphere of an organization, and subsequently, may influence the behaviour, fulfillment and inspiration of people in the work environment (Lawler, 1992). Organization climate characteristics could be typifies members collective perceptions about their organizations in the area of self-sufficiency,

confide in, cohesiveness, innovation, acknowledge, fairness and support; collaboration among members; fills in as a reasons for interpreting the circumstances; reflects the culture for predominant standards, qualities and attitudes of the organization; and serve as an impact for moulding behaviour (Forehand & Gilmer, 1964; Pritchard & Karasick, 1973).

2.6 Securing Employee Engagement Through Organizational Climate

Literature has shown that organizational climate is critical for employee engagement to be secured successfully. Delgoshael, Tofighi and Kermani (2008) discovered a significant positive correlation between organizational climate and organizational commitment among employees and staff of educational hospital which is affiliated to Hanadan University of Medical Sciences. Organization climate has also been found to have a significant relationship with team innovativeness, customers' perceptions of employee service quality and individual motivation to achieve work out comes (Ackykgoza‑Gunsel, 2011; Dawson, Gonzalez‑Roma, Davis & West, 2013; Neal, Griffin & Hart, 2000). Bakker and Demerouti (2014) asserted that organizational climate do predict employee engagement in organizations. Wollard and Shuck (2011) suggested that engaged employees usually have positive psychological experiences and positive attitude, might be expected that such employees have positive effect in organizational climate. Kataria, Gary and Restogi (2013 found that organizational climate which is characterized by safe and meaningful work environment are positively related to work engagement.

Organizational cliamte provides an enabling environment to employees and employers to feel satisfied. This can boost performance level, reduce employee turnover, improve efficiency and effectiveness.

Ozge (2016) examined organization climate and employees' performance and found that organizational climate exhibit the clear role clarity dimension result in a higher satisfaction and performance of employees. Jianwei (2010) agreed that the organizational climate in career development of the employees in important for the employee to perform better in work as providing necessary and related training are required. Good communication among the employees and upper management form a good organization climate to boost up the satisfaction of employees at work (Sanad, 2016). Amin Bahrami et al. (2015) emphasized the relationship between the employee and organization such as the employee wellness, priority for minority people, etc. have directly affected the perception of employee as well as their performance. Organization climate creates direction of the organization to the employees in terms of future objectives and goals. The employees are always being in the cognitive stage of understanding the structure of organization and in the state of readiness for change based in the planning of the organization. Hence, organizational climate on the attitude of the employees since it is directly related to human performance is predictable for employees who work in a consistent organizational climate.

2.7 Areas Where Engaged Employees Excel

Strategic Alignment: Organization with defined clarity of purpose and direction will experience high performance. This is due to the fact that employees understand how the work they do contribute to the success of the organization. If efforts are not focused in the right direction, they could be wasted.

Managing execution: Managers excel when skills are displayed by employees. Effective managers provide clear expectations, hold people accountable and stay focused on delivering results.

Effective Communication: Communication lacuna causes a lot of bottle neck in the administration of an organization. Communication is a key to organizational success. Organizations that thrive are able to articulate and communicate what success looks like, as individual employees, teams and departments, and the company as a whole. This increases engagement organization wide.

2.8 Employee Engagement Dynamics: Drivers of Engagement

Employee engagement survey provides organizations with invaluable information knowing whether employees are engaged or disengaged is only the first step. You also need to be able to take actions on the results. You need to understand the key drivers of engagement and disengagement you need to be strategic in order to be able to plan activities or initiates that will have the greatest impact in increasing engagement. The elements that drive engagement are usually similar across most companies but the specific concerns and level of importance are unique and specific in every company and even in different demographic subgroups within the company. We employ two techniques that enable you to identify the key drivers of engagement in your company and to understand what to focus on and how to improve in those areas.

Priority Level: We look at the statistical patterns across all groups in your organizations to determine which items are impacting overall engagement within each demographic group items with low scores that are strongly linked to engagement are the areas where you will want to focus your change initiatives and engagement strategy.

Virtual Focus Group: Here, specific questions at the end of the survey that asked employees to provide examples of problems as well as suggestions for how to improve. Once you have identified an area that needs improvement, you can turn to the comments where you will often find detailed information that provides the specific what, why and how so you can take action. Pockets, of discontent-An employee engagement survey can identify "at-risk" demographic groups within your company. Even companies with high levels of engagement will have areas that are struggling. These problem areas can have a big impact in company performance, with high levels of localized turnover and employee apathy.

2.9 Discussion of Findings

Having gone through the rigorous processes of facts findings with organizational culture giving birth to organizational climate in the work place, and the numerous literature reviews by scholars; theoretical and empirical, we can confidently say that we can secure employee engagement from organizational climate having organizational culture as a moderator. Almost all scholars discovered the positive relationship between the two concepts of study.

3.0 CONCLUSION/RECOMMENDATION

Organizations (private/public) should introduce reward system to good work to enhance employee engagement.

Employees should be given some amount of latitude or freedom to use initiatives in carrying out designated tasks in line with the standard operating

procedures. This will create a sense of responsibility in the employee and thus enhance their engagement. Relatively, employee should be rewarded accordingly. Monthly or yearly recognition programmes should be held to motivate employees to increase engagement. Organizations should adopt the culture of encouraging and praising their employees to enhance their psychological capital. The management should ensure a timely and an efficient recognition system. Participating management should be encouraged to enhance engagement.

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