

Employee Involvement: A Predictive Study of Organizational Climate Dimensions among Private Sector Employees

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Abstract: The paper examined employee involvement as a predictive study of organizational climate dimensions among employees in the private sector. 411 employees were drawn from the manufacturing sector in Anambra State, Nigeria as samples. The paper adopted a predictive design while multiple regression analysis was adopted as the appropriate statistical tool for data analysis. The judgmental method of sampling was used to select the participants of in this research. The findings confirmed that both supervisory support and organizational integration significantly and positively predicted employee job involvement respectively at $\beta (1, 411) = 3.04^*$ and $\beta (1, 411) = 2.95^*$, $p < .05$ respectively. Also, zero order correlation matrix in table 2 equally confirmed that supervisory support significantly and positively correlated integration at $r (1, 411) = .764^*$, $p < .05$. The paper provided vital recommendations for policy-makers, organizational leaders on the dire need to provide substantial support for their employees to counter the risk of creating distrust among employees which is a gateway to loss of collaborative efforts, information sharing and disintegration among department and organizational members.

Keywords: employee involvement, organizational climate dimensions, supervisor's support, employee integration performance and effectiveness.

INTRODUCTION

Employees are critical to all organizational processes which serve two purposes; helping the organization attain their organizational goals and helping the employees themselves satisfy their needs as offered by the organization as reward in exchange for their efforts. This relationship is mutual reciprocity as may be articulated in psychological and business contract [1]. Almost all organizations need employees to achieve their organizational targets. This is because employees are the live-wire of the organization whose responsibility it is to cover the-day-to-day running of the organization in managing both the material and human resources therein to maximize effectiveness, productivity and profit [2-4].

Naturally, it is conceivable that employees exist because of the organization as there is scarcely no employee that exists on his own without being hired by the organization to execute organizational tasks. Likewise the organizations themselves are dependent on the employees to be able to achieve their set objectives [5]. Both the employees and the management (business owners) are therefore complimentary to each other although in pursuit of

their separate goals. On the side of the organization, they desire to fulfill organizational mandate by achieving stability in organizational efficiency, cost minimization and profit maximization which are the measurable indices of effectiveness. However, the employees' concerns are; for improved working conditions, favorable reward system and career fulfillment [6]. The achievement of these will remain elusive unless the employees are truly involved in the management of scarce organizational resources [7].

Job involvement connotes a number of definitions but the most common remain employee's participation in organizational management [8]. It involves allowing employees to participate in the decision making process of the organization and having practical inputs in the way their jobs are done. Job involvement also implies taking responsibility for executing diverse organizational tasks including responsibility for authority, supervision and solidarity within the diverse human interaction processes present in the organization. Many scholars have contended that inculcating the virtues and usefulness of working is deepening the values of job involvement e.g. Schaufeli, Salanova, Gonzalez-Roma and Bakker [9]. Without

internalizing the values of work, rarely do employees become devoted to their work; without devotion the propensity of hard work is minimally reduced to the detriment of organizational objectives [10]. In the instance of the above, the current authors opine that work is not just performing tasks but finding meaning in the tasks performed is the true essence of working and only in that can the understanding of involvement be appreciated. To help workers find deeper meaning and appreciation in the work they do, there is need to get more involved and engaged in it. This can only be achieved by moderating factors which hinder employees' level of involvement and engagement in the organization [11- 13].

LITERATURE

Employee involvement

Generally, different levels of employee's involvement in the organization depend on a number of factors but critically it is influenced by the prevailing work environment operationalized as organizational climate. There are linkages between business environments and how the employees or the organizational members perform with considerable organizational outcomes [14, 6, 15]. The extent to which organizational climate correlates job, employee and organizational outcomes, is the importance of understanding how environmental factors in the organization affect the performance and effectiveness of organizations by hampering employee efficiency, dedication and commitment [16]. Understanding the above is dissecting the components of workplace environments which influence other activities in the organization. It is important to highlight that several efforts has been made to conceptualize organizational climate but overly, it cannot be separated from the leadership style inherent in the organization. In fact, many scholars see leadership styles as a form organizational climate e.g. Stinger [9].

According to Rousseau [17], there are a number of activities and events that goes on in the organization especially between the management (owners) and their members (employees) and among the employees in the process of executing tasks needed in order to achieve organizational mandate. These activities and events become intervening variables between the organization and the behavior of its members; there is no doubt that characteristically, these exert enormous influences on the behaviour of employees in the organization.

Organizational climate

Organizational climate is an abstract perceptual classification; intangible yet, exerting far reaching influences on job, employee and organizational outcome. It is employees' shared

perceptions of organizational events, practices, and procedures characteristically in ways which particularly affect the employees or the performance of their jobs [18]. Although, there are interrelated implications, these perceptions (of work environment) are assumed to be primarily descriptive rather than affective or evaluative [19] albeit calls suggesting strong evaluative or affective components of organizational climate.

Every climate system is nurtured through its culture which is a system of shared assumptions, values and beliefs that governs how people behave in organizations. Boundaries and guidelines that help members of the organization know the correct way to perform their jobs are made possible through the perpetuation of its culture [14]. Peterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robins and Wallace [8] contended that organizational climate as how members of an organization experience the culture of an organization.

Organizational climate is also subject to change in line with the dynamism of the competitive global market. Significantly, analyzing Rousseau's [17] template, four climate types stand out in any organizations namely; people-oriented, rule-oriented, innovation-oriented and goal-oriented, although, these may further be broken into multifaceted paradigms such as: autonomy, integration, involvement, supervisory support, training, welfare, formalization, tradition, innovation and flexibility, outward focus, reflexivity, clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality. The current study is focused on the people oriented climate conditions namely; integration and supervisory support.

Employee integration

Organizations with integrated climate reduce suspicion, prevent interpersonal conflicts between employees and between departments, share information regarding work more confidently with deepened collaboration and mutual respect. Without supervisory support (superior's support towards his subordinates), proper organizational integration will remain elusive. Integration and supervisory support have remained critical human components of any organizational climate [20] as a result of its numerous interrelated outcomes the job, employees and the organization.

Conceptual Model

Conceptual model which depicts the organizational interaction among supervisory support, integration and job involvement

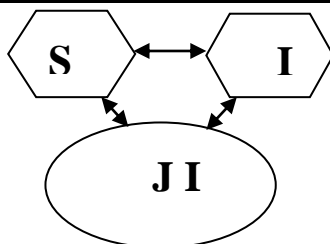


Fig-1

Key: SS = Supervisory support, I = Integration, J I = Job involvement.

From the conceptual model above, supervisory support provides the enabling atmosphere to enhance organizational integration which in turn will deepen employees' job involvement for the good of the organization. The model shows that supervisory support is expected to correlate integration as people oriented climate factors in the organization whereas both supervisory support and integration are expected to predict job involvement.

Theoretical Framework

Cognitive theory of motivation [21]

De-Charms and Shea's [21] cognitive theory of motivation do provide this study basis for understanding the relationship between organizational environment such as supportive and integrated climate and employees' involvement in the job. The theory propounded that human behavioural patterns follow cognitive evaluation and understanding of their immediate physical and psychological work environment in alignment to personal and organizational goals which in turn provides momentum for a type of motivation (mental) for anticipated behaviours such as job involvement. When this cognitive process and evaluation of the status-quo and the environment is not in alignment to the personal and organizational goals of the employees regarding their career and task performance respectively; dissonance sets in, which may precipitate low levels of job involvement among employees. The theory highlighted that cognitive awareness and evaluation of things happening around man (in this case, an employee) in correlation with how those thoughts and evaluations align with inner and objectives motivate and sustain most human reactions. The workplace is not an exception.

In the instance of the private sector organizations, such thoughts and evaluation if it is not in line with the employees' expectations may discourage involvement in one's job to the detriment of the organization. It is noteworthy that a state of dissonance creates a state of disorganization, disorientation, and de-concentration which are negative antecedents to job involvement.

There is no doubt that the perceptions of supervisory support and organizational integration will

have influence on how employees participate in management based on cognitive evaluations of organizational climate. Consequently, this adopted framework explains the relationship that the presence of supervisory support and organizational integration may set cognitive evaluation which can be analyzed as motivational and sustaining. Therefore, the theory is deemed appropriate in proving the linkage required in understanding the relationship among the variables of this study namely; supervisory support, organizational integration and job involvement.

Against this backdrop, the following hypotheses have been formulated to guide the study.

- Organizational integration will significantly and positively predict employee job involvement.
- Supervisory support will significantly and positively predict employee job involvement.
- Supervisory support will correlate organizational integration

METHOD

Sample

Participants in this study were four hundred and eleven (411) employees were drawn from manufacturing sector in Anambra State, Nigeria. Gender distribution of the of participants comprised two hundred and twenty-six (226) females and one hundred and eighty-five (185) males within age range from 27 yrs to 50 yrs with a mean age of 38.25yrs and standard deviation of 3.46. Judgmental sampling technique was adopted as the method of sampling.

Measurement

Job involvement, supervisory support and integration were measured using 83-item Organizational climate measure (OCM) by Peterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robins and Wallace [8]. The measure is sub-divided into 17 subscales to measure autonomy, integration, involvement, supervisory support, training, welfare, formalization, tradition, innovation and flexibility, outward focus, reflexivity, clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality dimensions. Only three dimensions were used namely; job involvement, supervisory support and integration. The authors reported factor loadings from .63 to .75 for job

dedication .71 to .85 for items in supervisory support and .69 to .76 for integration. The response format was in 5-point likert scale of strongly agree (5) to strongly disagree (1). In order to use the scale in the study, Cronbach’s alpha reliability coefficient analysis was carried out by the authors and their analysis revealed an alpha reliability coefficient of .74 on the scale. Sample items from the subscales include: “People are

suspicious of other departments”, “Management involve people when decisions are made that affect them” and “Supervisors here are really good at understanding peoples’ problems”. The design adopted for this study was cross sectional while multiple regression analysis was adopted as the appropriate statistical tool for data analysis.

Demographic Information

Gender	Frequency	Percentage
Male	185	45.1
Female	226	54.9
Total	411	100
Educational Qualification		
Ph.D	4	0.97
Masters	11	2.68
NCE	41	9.98
SSCE	67	16.30
Bachelors	89	21.65
HND	96	23.36
OND	103	25.06
Total	411	100
Marital Status		
Single	277	67.4
Married	109	26.5
Widowed	18	4.4
Divorced	4	0.97
Missing value	3	0.73
Total	411	100

RESULTS

Table-1: Shows descriptive statistics, mean, standard deviations and number of participants for all variables.

Dependent variable = job involvement

	Mean	Std. Deviation	N
Job involvement	21.440	1.865	411
Supervisory support	13.502	2.024	411
Integration	12.685	1.520	411

Table-2: Zero order correlation matrix summary table showing correlations coefficients among variables of the study namely: life satisfaction, social support and retirement stress

	1	2	3
1. Supervisory support	1.00		
2. Integration	.764*	1.00	
3. Job involvement	.605*	.589*	1.00

Bold* = correlation value (r value) for the tested hypotheses at *p < .05, (n = 411). IVs = independent variables (supervisory support and integration) DV = dependent variable (job involvement).

Table-3: Summary of regression analysis of supervisory support and integration on job involvement

Dependent Variable: Job dedication

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	
1	(Constant)	4.627	1.140	.913	1.00	.000
	Supervisory support	3.452	1.854	3.04	2.78	.019
	Integration	2.984	2.660	2.95	2.12	.021

Statistical results presented above confirmed that both supervisory support and integration significantly and positively predicted employee job involvement at $\beta (1, 411) = 3.04^*$ and $\beta (1, 411) = 2.95^*$, $p < .05$ respectively. Also, zero order correlation matrix in table 2 equally confirmed that supervisory support significantly and positively correlated integration at $r (1, 411) = .764^*$, $p < .05$. From the result, there is a relative and proportional increase on job involvement as supervisory support and integration increases; so also, the relationship between supervisory support and integration.

DISCUSSION OF FINDINGS

After statistical analysis of the data, the result as presented above yielded a uniform outcome as both supervisory support and employee integration (dimensions of organizational climate) predicted employee job involvement. The positive predictive influence recorded is indicative that organizations with employee welfarist climate will more than others stimulate the cognitive motivation of the employees which will sustain positive employee outcome such as employee job involvement. This is position is deemed appropriate in line with De-Charms and Shea's [21] cognitive theory of motivation which supports that human behavioural patterns follow cognitive evaluation and understanding of their immediate physical and psychological work environment in alignment to personal and organizational goals and in turn provides momentum for a type of motivation (mental) for anticipated behaviours such as job involvement.

The finding is indicative of the fact that greater supervisor's support and integration will elicit greater reciprocal involvement from the employees as the regression result indicates. There is therefore possibility that organizations with less supervisory support for their employees and less integration will necessarily anticipate low employee job involvement as consequences of unfavourable employee climate since the result suggest a relative and proportional increase on job involvement as supervisory support and integration increases; so also, the relationship between supervisory support and integration.

Implications of the Study

Organizational climate which seems to be employee welfare oriented elicits reciprocal reaction from the employees who tend to show more involvement in the management participation and the day-to-day running of the organization. The reciprocal reaction which was confirmed by the predictive influence is indicative of employee's cognitive awareness of the organizational environment and its consequences on motivation. Therefore, it could be said that employees tends to be mentally (cognitive) aware of their organization environment and such

awareness can become a motivation or an inhibition to performing their jobs.

Limitations

One of the limitations inherent in survey study is usually the difference between the appropriateness of participants' responses and their bias; this study also anticipates this. For social reasons, there is always this tendency for respondents to respond in a socially approving way to conform to the expectations of what they ought to do other than how they are. Again, the influence of organizational climate on employees' outcome may be grossly be affected by the high level of employment in Nigeria especially consideration massive retrenchment in the private sector in which this study is carried out. The situation might have affected the outcome of the findings limiting its generalizability among the Nigerian population.

RECOMMENDATIONS OF THE STUDY

There is need for organizational climate to be integrated with supportive supervisors without which employees' involvement in the organizational activities will be hampered with dire consequences ranging from de-motivation, dissatisfaction, lower levels of commitment and un-productivity to the detriment of all and sundry. Organizational leadership that is not supportive of the employees is running the risk of creating distrust among employees which is a gateway to loss of collaborative efforts, information sharing and mutual cooperation among departments and organizational entities.

CONCLUSION

This study is an effort to sensitize organizational management that organizational effectiveness and productivity is also a product of organizational climate and not only performance-based. There are several other components of the workplace which characteristically influence job and employees' outcome; one of such variance is organizational climate. The influence of human perception of his environment and how this environment influence his behavior is enamors; it is one which cannot be neglected because, environmental influences (both physical and psychological environment) inadvertently affect the interaction of every other components of the organization and by extension the organizational and employee performance. The paper adopted a predictive design while multiple regression analysis was adopted as the appropriate statistical tool for data analysis. The judgmental method of sampling was used to select the participants of in this research. The findings confirmed that both supervisory support and organizational integration significantly and positively predicted employee job involvement respectively. Similarly, supervisory support significantly and positively correlated organizational integration. The paper

provided vital recommendations for policy-makers, organizational leaders on the dire need to provide substantial support for their employees. Based on the foregoing, the current study “Employee involvement: a predictive study of supervisory support and organizational integration” is deemed timely in the search for organizational efficiency and effectiveness in our contemporary competitive organizational enterprise and global market.

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