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Organizational Climate and its effects on the Performance of Nigerian Pharmaceutical Companies

Babatunde, Sodiq O.
Department of Business Administration,
Al-Hikmah University, Ilorin,
Kwara State, Nigeria
E-mail: babatunde_sodiq02@yahoo.com
Phone: +2348062804588

Yusuf, Ahmed D. & Abdulkareem, Zulfah J.
Department of Business and Entrepreneurship,
Kwara State University
Malete, Kwara State, Nigeria

ABSTRACT

In a dynamic environment, numbers of organizations have failed in effectively managing the environment leading to deficiency in employees' commitment and unpleasant performance in the sales of the organizations' products. It is on this instance that this study aimed at examining the effects of organizational climate on the performance of Tuyil Pharmaceutical Company. Survey method was employed to describe how the independent construct affects the dependent. The study also has a population of 342 out of which a sample of 168 was selected from the employees of TPC using the Bartlett¸ Kotrlik and Higgins (2001) with .05 margin of error with p=.50 and t=2.58. Additionally, a close ended questionnaire with 5 Likert Scale point was employed in enquiring from the targeted respondents. The result of this study revealed that work environment and remuneration significantly affects the sales performance and employees' commitment of the organization with Beta .369 and .000 significance level. Hence, this study concluded that organizational climate through work environment and remuneration of employees significantly affects the performance of TPC, Ilorin using sales performance and employees' commitment as a measure. Lastly, the study recommended that efforts should be concentrated on improving the environment in which employees operate and the remuneration package should be reviewed upward so as to influence the commitment of staff and in turn affects the sale performance as projected.

Keyword: Organizational Climate, Work environment, Remuneration, Sales performance, Employees' commitment, Organizational Performance, Pharmaceutical Company

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1. INTRODUCTION

In a dynamic business environment, the general assessment of the climate of an organization takes into consideration some factors which influences, controls and determines the success or failure of an organization irrespective of the setting in which it operates. Hence, making these organizations often opened to competition from peers within the same industry and the external or international competitors. These organizations are usually influenced by the environment in which it operates which can be said to be of a duo split entailing the internal and external influence (Lakshmi, 2016; Moradi et al., 2016).

The internal influences can be said to be the differences in the orientation of employees which emanates from their respective background, education and exposure (Karimi, Hadavi, Zahedmanesh & Ghamarpour, 2015; Wahyuni, Adriani & Nihayah, 2015). However, the external environment is codified as the PEST which are; the political, environmental, socio-cultural and political effects from the immediate host community and the society at large. These external factors play huge role in determining the welfare of the organization and it survival in and out of the market place (Lakshmi, 2016).

Consequently, unlike some of the organizations in the service sector that do not necessarily need the physical appearance of personnel, the manufacturing sector requires the presence of workers and thereby it is important to manage the organizational climate (Sidhu, Borah & Sharma, 2014). Hence, in order to attain the set goals of any organization through operational processes with the assistance of human and material coordination, it is pertinent that reliable mechanism be put in place in terms of tangible and intangible facilities to enhance the achievement of the set goals (Kumari, 2013; Singh & Shrivastava, 2016). Additionally, these tangible facilities include well arranged structure for operations which covers arrangement of human offices, machines and equipments and effective factory layout. While the intangible facilities includes a fair work atmosphere, provision of supporting facilities (such as; constant electricity supply, good human relations among others) as these factors contributes to achieving the organizational performance.

Hence, different authors and academic scholars have given different views, opinions and perspective of what organizational climate is depending on their area of interest. Babu and Kumari (2013) argued that OC contains the formal system of task and report relationship that performs the control, coordinates and motivate the employees in attaining the set organizational goals and objectives. Guru (2016) presented an argument on OC from the perspective of it being an environmental influence over the survival and competitiveness of the organization, Dilmaghany, Asadi and Taheri (2017) political influence (Awolusi, Magaji & Odunlami, 2015; Ensari & Karabay, 2016; Hung, Tsai & Wu, 2016) leadership style and culture (Kim, Kim, Newman, Perrewé & Ferris, 2016; Nita & Stanciu, 2015; Wahyuni et al. 2015) as these factors are generally linked to the performance of an organization.

Most especially, this study seeks to examine the Pharmaceutical Company in Nigeria using Tuyil Pharmaceutical Company based in Ilorin as a case to investigate how organizational climate has influenced the performance of both the employees and products in the market place putting into consideration the changing environment.

1.1 Statements of the Problem

As observed in the industry, organizations are often faced with the challenge of managing between the dynamic environment in which they operate and their performance as an organization in and out of the market. Deficiency in provision of conducive environment has been a major challenge in Pharmaceutical companies in Nigeria where employees often complain of lack of or deficiency in global standard and practices such as lack of electricity supply to offices, sub standard machinery and equipments among others. This often caused backsliding effect on the sales performance of the organization as it mostly affects the production process and employees' commitment (Kaur, Dhaliwal & Dhillon, 2012) to carry out their activities. Additionally, the remuneration package of these organizations in the pharmaceutical is often seen as a major concern as it often times affects the commitment in which employees put to work in the organization.

1.2 Research Questions

For the purpose of clarity, the study outlined the following questions

i. To what level does work environment affects the sales performance of Tuyil Pharmaceutical Company?
ii. Does remuneration affects the employees' commitment of Tuyil Pharmaceutical Company?

1.3 Research Objectives

The aim of this study was to investigate the impact of organizational climate on the performance of Tuyil Pharmaceutical Company. However, the specific objectives were to:

i. Evaluate how work environment affects the sales performance of Tuyil Pharmaceutical Company
ii. Determine the impact of remuneration on the employees' commitment of Tuyil Pharmaceutical Company

1.4 Research Hypotheses

For the purpose of this study, the following hypotheses were tested:

H_{o1} Work environment has no significant effect on the sales performance of Tuyil Pharmaceutical Company

H_1 Work environment has significant effect on the sales performance of Tuyil Pharmaceutical Company

H_{o2} Remuneration does not significantly affect the employees' commitment of Tuyil Pharmaceutical Company

H_2 Remuneration significantly affects the employees' commitment of Tuyil Pharmaceutical Company

1.5 Scope and Justification of the Study

This study aimed at examining the effect on organizational climate on the performance of companies in Nigeria Pharmaceutical Company, in which Tuyil Pharmaceutical Company located in Ilorin was selected as a case study being one of the leading Pharmaceutical Company in the North Central of Nigeria as nominated for 5th Nigerian Healthcare Award 2018 (Business Day, 2018). The employees of this organization were the target respondents. The study also focused on examining how work environment and employees remuneration can be evaluated to attain effectively managed organizational climate and how these dynamics in turn affects the performance through sales and employees commitment to work.

2. LITERATURE REVIEW

2.1 Concept of Organizational Climate and Performance

This section of the research considered numerous opinions of authors, academic scholars and business chiefs and captains of industry on the concept of OC with embedded variables as it affects the employees and work environment. The concept of OC have it roots back to the early 1900 in the literature of Lewin et al. (1939) where it was observed that OC principally features some significant determinant which influences the human behaviour (employees) of the organization and it operations. These determinants are in hence characterized into both internal and external factors which in turn affect the activities of employees in the organization. The internal are factors such as work environment, remuneration packages, work load and employees' psychological sense of belonging in the organization (Karimi et al., 2015). Adeniji (2011) opined that work environment largely influence the way and manner in which the employees perceive the organization and in turn affects their level of satisfaction and commitment to attaining the organizational productivity (Campbell, Dunnette, Lawler & Weick, 1970; Katz & Kahn, 2004). In the same vein, Arabaci (2010); Sarbessa (2014) are of the opinion that OC is much more related to perspective.

In essence, the habitants of an environment, most importantly the employees describe the OC as to what they perceive it to be (Lakshmi, 2016). Comparatively Heavy and Mixle (1997) also described OC as the employees' perceptions of the public work place in the organization and is affected by the formal and informal organizations, individuals personality, and organizational leadership which in turn affects the performance of the organization (Morshedi, Charmian & Rouzbahani, 2015). Consequently, recent and conventional meanings of OC are seen from the views Babu and Kumari (2013) described OC as a properly structured work environment where tasks and responsibilities were given with corresponding reporting relationships that take into consideration control of work, coordination of employees or elements, and motivation of employees with the primary aim of attaining organizational set goals not forgetting the motivating factors.

Motivating employees embodies numerous determinants such as remunerations which cover the salaries, allowances, bonuses and leave allowances and other factors (Maynard, 2017; Mohan & Sharma, 2015; Soltani, Aghahosseini & Akbari, 2014) which trigger employees' zeal to performance in an organization.

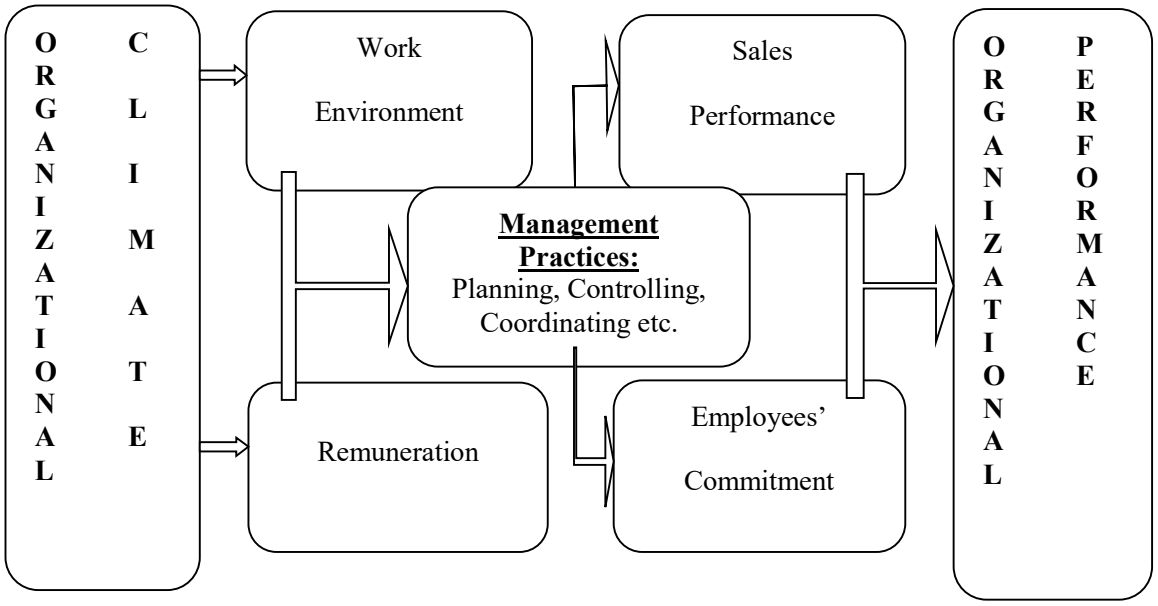


Figure 1: Conceptualization of Organizational Climate and Organizational Performance
Source: Authors' Conceptualization, 2018.

2.2 Empirical Review

Awolusi, Magaji and Odunlami (2015) carried out a study to investigate the impact of leadership style on organizational climate in the Nigerian Insurance industry. The empirical study was conducted via a multi-respondent survey of 15 insurance companies quoted on the floor of Nigerian stock exchange as at 31st December, 2013. The study revealed that leadership style positively affected organizational climate in the Nigerian insurance industry. Specifically, our results suggest that apart from autocratic and bureaucratic leadership styles; transactional leadership style, democratic leadership style, charismatic leadership style, and transformational leadership style are the key leadership styles that influenced organizational climate in the Nigerian insurance industry.

Dilmaghany, Asadi and Taheri (2017) conducted a study with the aims to investigate the impact of organizational political climate on organizational citizenship behaviour and quality of working life in offices of Industry and Mining Organization, West Azerbaijan. It is an applicable research objectively; while it is descriptive-survey type, in terms of conducting method. The research population includes 150 employed staff in offices of Industry and Mining Organization, West Azerbaijan. Using the Morgan's formula, 150 employees were selected as the sample size that we used the available sampling method. Results of the study showed a significant relationship between organizational political climates with all components of citizenship behaviour. There is also a significant relationship between organizational political climates with all components of working life quality.

Arsenijevic, Jovanovic and Radosavljevic (2017) carried a study in order to investigate the connection between management effectiveness in economic organizations of Vojvodina and creative organizational climate. Hence, the scientific objective of the research was to check one of the most widely used model of measuring management effectiveness – Baldrige's model, on which is based system of management quality incentives in USA. However, the study found that ideas and behaviours inherent to creative organizational climate only born (average rating of level of creativity that all surveyed respondents gave was 0.396, and the median is 0.428). In an effort to concretize this finding, correlation analysis was undertaken between grouped variables of organizational creativity and potential factorial variables of organizational creativity.

Kim et al. (2016) conducted a study which focused on a positive approach to occupational health as Buckingham and Vosburg (2001) once said "weakness-fixing prevents failure. Additionally, this study examines the role of PsyCap to explicate how each predictor of PsyCap influence employees' job satisfaction and PWB through PsyCap. In the main study, the target population was employees who work in athletic departments in Division I collegiate institutions in 2014. The data were collected through an online survey by utilizing Qualtrics survey software. Among 4,116 employees who successfully received the survey link, a final data set included 708 employees (17.20%). The results are as follows. First, whereas AD's authentic leadership was not the main factor positively influencing employees' PsyCap levels, meaningful work and supportive organizational climate contributed to higher levels of employee PsyCap. Second, employees in collegiate athletic departments who have high level of PsyCap showed a higher level of satisfaction with their job and perceive more optimal psychological functioning in their lives.

Adejumobi and Ojikutu (2013) carried out a study to examine the relationship between school climate and teacher job performance among secondary schools in Lagos State. A multistage cluster sampling technique which divided Lagos State into six educational districts yielded a sample of 1804 students, 238 teachers and 18 Principals. Information was extracted from the respondents using the instruments, namely: Teacher Job Performance Questionnaire (TJPAQ); Organisational Climate Description Questionnaire (OCDQ) and The Teacher .A log-linear model was fitted to showed the interaction between the various variables and it shows that Teacher Job Performance is affected by the following variables, namely: Availability of facilities; Class size; Leadership style; motivational strategies and Teacher morale.

3. METHODOLOGY

This study adopted the survey method in order to scientifically describe the existing phenomenon in the aspect of organizational climate and performance. Additionally, this study hinged on the axiological philosophy as it addressed the ethics and aesthetics issues in human relations which is rightly related to this study. Data from respondents was gathered through the primary source of collection with the aid of a close ended questionnaire which was structured to capture the identified constructs and the adopted variables in the study as statements contained in the questionnaire was aimed at examining the impact of OC on the performance of Tuyil Pharmaceutical Company, Ilorin. This study has a population of 342 employees of Tuyil Pharmaceutical Company, Ilorin while a sample of 207 was selected using the Bartlett et al. (2001) Table of sample size with .05 margin of error with p=.50 and t=2.58, out of which 142 copies of questionnaire were returned and valid for analysis and generalization of the study. In addition, the study employed the use of Simple Linear Regression Analysis with the aid of Statistical Package for Social Science (SPSS .20) in analyzing the gathered data from the respondents. Lastly, all research ethical considerations were adhered in conformity to general practices as information supplied by respondents was kept in utmost confidence.

4. DISCUSSION OF FINDINGS

Table 1: Distribution table for Demographic Information of Respondents

S/N	Factor	Factor Level	Frequency	Percentage (%)
1.	Gender	Male	97	68.3
		Female	45	31.7
		Total	**142**	**100.00**
2.	Age	20-29	61	43.0
		30-39	57	40.1
		40-49	15	10.6
		50-59	9	6.3
		Total	**142**	**100.00**
3.	Marital Status	Single	42	29.6
		Married	79	55.7
		Separated	12	8.4
		Others	9	6.3
		Total	**142**	**100.00**
4.	Educational Background	O' Level/SSCE	24	16.9
		OND/NCE	63	44.4
		HND/B.Sc.	46	32.4
		Postgraduate	9	6.3
		Total	**142**	**100.00**
5.	Department	Admin/Account	12	8.5
		Works	14	9.9
		Procurement	9	6.3
		Production	34	23.9
		Sales/Marketing	48	33.8
		Others	25	17.6
		Total	**142**	**100**
6.	Years in service	5years and Less	51	35.9
		6-15	79	55.6
		16-25	12	8.5
		Total	**142**	**100.00**
7.	Employment status	Permanent	95	66.9
		Contract	47	33.1
		Total	**142**	**100.00**

Source: Authors' Field Survey, 2018

Table 1 on the previous page showed the demographic features of the respondents (employees of Tuyil Pharmaceutical Company) in categories and sections as follows:

The gender section presented that there were 97 male employees in the organization representing 68.3% and 45 female employees representing 31.7% of the selected sample of the study. This means that there are more male respondents captured in this study. Also, the age section illustrated that employees between the ages of 20-29 gathers the largest population with 43% amounting to 61 respondents, ages between 30-39 has 57 respondents with 40.1% rate, 15 respondents were in the category of 40-49 years of age with 10.6% and 6.3% with 9 respondents were between the ages of 50-59. This means that respondents in the age bracket of 20-29 are more in the study. Additionally, the table presented the marital status section with 79 married respondents with 55.7%, also, 42 single respondents amounting 29.6% while the respondents with separated status are 12 with 8.4% and others having 9 respondents with 6.3%. This by implication means that there are more married respondents captured in this study.

In furtherance, the table illustrated the educational section where 63 respondents with 44.4% are OND/NCE certificate holders, 46 respondents with 32.4% are first degree holders, 24 respondents totalling to 16.9% are first school leaving certificate holders and 9 respondents with 6.3% posses the postgraduate certificate. This means that the huge numbers of the selected respondents are holders of OND/NCE certificates. Also, the sales/marketing department has 48 respondents with 33.8%, the production department has 34 respondents with 23.9%, other respondents hold 25 with 17.6% works, Admin/Account and procurement has 14, 12 and 9 respondents with 9.9%, 8.5% and 6.3% of the selected sample.

This implies that majority of the sampled respondents are from the sales/marketing department. In addition, the length of service section presented that respondents who have spent between 6-15 years are 79 with 55.6%, respondents who have been with the organization between 5years and less have 35.9% with 51 respondents count in the study and respondents who have spent between 16-25 years are 12 with 8.5%. The implication is that employees who have spent between 6-15years with the organization are more. Lastly, the employment status section shows that there are 66.9% amounting to 95 respondents who have permanent status with the organization, while 47 respondents with 33.1% are on contract with the organization. This implies that there are more permanent employees of the organization captured in this study.

4.1 Test of Hypotheses

Hypothesis One

H_{o1} Work environment has no significant effect on the sales performance of Tuyil Pharmaceutical Company

H_1 Work environment has significant effect on the sales performance of Tuyil Pharmaceutical Company

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369[a]	.136	.130	1.13577

a. Predictors: (Constant), WE

The result of regression as contained in table 2 (Model Summary) shows that the R gave a value of .369. This means that the model explained about 36% of the variance in work environment. This by implication means that a unit increase in the independent variable (.369) will lead to a significant effect on the dependent variable amounting to 36%. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 3: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.453	1	28.453	22.057	.000[b]
	Residual	180.596	140	1.290		
	Total	209.049	141			

a. Dependent Variable: SP
b. Predictors: (Constant), WE

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (209.049) in comparison to the residual sum of squares with value of 180.596 (this value indicated that the model does not fail to explain a the variation in the dependent variable. However, the estimated F-value (22.057) as given in the table above with significance value of 0.000; which is less than p-value of 0.05 ($p<0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (SP).

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.047	.543		14.830	.000
	WE	.211	.045	.369	4.697	.000

a. Dependent Variable: SP

The dependent variable as shown in the table above reads sales performance. This was used as a yardstick to examine the relationship between the two variables (i.e. work environment and sales performance). The predictor is work environment, as depicted in the above table and it is obvious that there is a direct relationship between work environment and sales performance. According to the result in the table above work environment t-test coefficient is 14.830 and the overall P-value of the variables is 0.000 which is less than 0.05 (i.e. $P<0.05$). This means that these variables are statistically significant at 5% significant level. Hence, the Null Hypothesis (Ho) was rejected and the alternate hypothesis accepted on the basis that the p-value is less 0.05. Therefore, the study found that work environment has significant effect on the sales performance of Tuyil Pharmaceutical Company, Ilorin. The outcome of this study aligns with the finding of Guru (2016); Raj and Meenu (2016) where it was indicated that work environment is an affecting factor in the activities of organizational climate.

Hypothesis Two

H_{o2} Remuneration does not significantly affect the employees' commitment of Tuyil Pharmaceutical Company

H_2 Remuneration significantly affects the employees' commitment of Tuyil Pharmaceutical Company

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.063[a]	.004	.003	.84764

a. Predictors: (Constant), RN

The result of regression as contained in table 5 above (Model Summary) shows that the R gave a large value of 063. This means that the model explained about 63% of the variance in remuneration. This by implication means that a unit increase in the independent variable (.630) will lead to a significant effect on the dependent variable amounting to 63%. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 6: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.404	1	.404	.562	.001[b]
	Residual	100.589	140	.718		
	Total	100.993	141			

a. Dependent Variable: EC
b. Predictors: (Constant), RN

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (100.993) in comparison to the residual sum of squares with value of 100.589 (this value indicated that the model does not fail to explain a the variation in the dependent variable. However, the estimated F-value (.562) as given in the table above with significance value of 0.001; which is less than p-value of 0.05 ($p<0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (EC).

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.254	.355		26.034	.000
	RN	.022	.030	.063	.750	.001

a. Dependent Variable: EC

The dependent variable as shown in the table above reads employees' commitment. This was used as a benchmark to examine the relationship between the two variables (i.e. remuneration and employees' commitment). The predictor is remuneration, as depicted in the above table and it is obvious that there is a direct relationship between remuneration and employees' commitment. According to the result in the table above remuneration t-test coefficient is 26.034 and the overall P-value of the variables is .001 which is less than 0.05 (i.e. $P<0.05$).

This means that these variables are statistically significant at 5% significant level. Consequently, as a result of the outcome, the Null Hypothesis (H_o) was rejected on the basis that the p-value is less 0.05 and the alternative hypothesis (H_1) was accepted which states that remuneration significantly affects the commitment of employees in Tuyil Pharmaceutical Company, Ilorin. The result from this hypothesis conforms to the findings of Samad (2016); Riad, Labib and Nawar (2016); Çemberci, Civelek and Günel (2016) where it was revealed that organizational climate through various means such as; incentives like remuneration does affects the commitment of employees in an organization.

5. CONCLUSIONS

After thorough descriptive analysis and presentation of processed data from the respondents, the study concluded that;

I. Work environment does affect the sales performance of Tuyil Pharmaceutical Company, Ilorin with the numbers of observations and findings.
II. Remuneration has huge effect on the commitment of employees in Tuyil Pharmaceutical Company, Ilorin while considering the revealed facts in the study with relevant empirical.

6. RECOMMENDATIONS

The recommendations of this study will be useful to numerous parties ranging from the case study, organizations in industry and other relevant interested organizations and policy makers.

I. Hence, this study recommended that intense efforts should be placed on improvement in work environment of organizations in order to be able to and meet with the global standard and in turn attain edge over competitors. The improvement could come in the form of upgrading the current facilities in the organization in order to assist employees perform to the utmost level of practice.
II. Additionally, this study recommended that the remuneration package of the organization should be reviewed upwards in order to meet with the industry standard as this will in turn enhance the employees' commitment in the organization.

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