

ORGANISATIONAL CLIMATE AND EMPLOYEE ATTITUDE TO WORK IN THE PUBLIC SECTOR, CROSS RIVER STATE, NIGERIA

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Abstract

Organizational climate is widely acknowledged as a critical determinant of employees' work attitudes, motivation, and commitment, particularly within public sector institutions. This study investigated the influence of organizational climate on employees' attitudes to work in the public service of Cross River State, Nigeria. The investigation was anchored on Resource Dependence Theory, Expectancy Theory, and Attribution Theory to explain the relationship between organizational conditions and employee behaviour. A survey research design was adopted for the study. From a target population of 4,112,445 individuals, a purposive sampling technique was employed to select 592 respondents. Data were collected using a structured instrument titled the Organizational Climate and Employee Attitude Questionnaire (OCEAQ), which demonstrated satisfactory internal consistency with a Cronbach's alpha coefficient of 0.89. The collected data were analysed using multiple linear regression analysis. The findings revealed that organizational climate dimensions—namely organizational structure, organizational reward, and organizational support—jointly exerted a statistically significant influence on employees' attitudes to work in the public service ($F = 56.200$, $p < 0.05$). Based on these findings, the study recommends that public sector managers should establish flexible organizational structures and employee-centred policies capable of promoting innovation, commitment, and improved job performance.

Keywords: Organizational climate; organizational structure; organizational reward; organizational support; employee attitude to work.

Introduction

Organizational success depends not only on financial and material resources but also on the quality of the work environment created for employees. Among the various organizational factors that influence performance, organizational climate occupies a strategic position

because it shapes employees' perceptions, attitudes, motivation, and behavioural responses toward organizational goals. Similar to the role of catalysts in accelerating chemical reactions, a favourable organizational climate stimulates employee enthusiasm and enhances organizational effectiveness by encouraging individuals to perform at their optimum capacity (Absanto et al., 2023). Consequently, organizational performance may be viewed as a function of both human resources and the environment within which employees operate.

Organizations, irrespective of whether they are public or private, rely heavily on their workforce to accomplish strategic objectives. Employees' attitudes toward work therefore constitute an important determinant of organizational productivity, service quality, and overall institutional effectiveness. Nwinye (2022) observed that organizational climate significantly influences how employees evaluate their working conditions, interact with colleagues and supervisors, and commit themselves to organizational responsibilities. Within many organizations in Cross River State, challenges such as inadequate motivation, poor working conditions, and high labour turnover have continued to undermine employee effectiveness, with unfavourable organizational climates frequently identified as a major contributing factor.

A positive organizational climate provides an enabling environment through which managers can motivate employees and align individual aspirations with organizational objectives (Balachandran et al., 2017). Effective organizational climates promote employee satisfaction, strengthen commitment, improve communication, and encourage behaviours that enhance organizational productivity. According to Ideh (2024), organizations that deliberately cultivate supportive work environments are better positioned to stimulate employee motivation and achieve superior organizational outcomes. Conversely, poorly managed organizational climates characterised by rigid structures, inadequate rewards, and insufficient organizational support often diminish employee morale and reduce overall institutional performance.

In the Nigerian public sector, concerns regarding employee work attitudes have persisted despite successive administrative reforms aimed at improving efficiency and service delivery. Public institutions continue to experience challenges including low productivity, absenteeism, corruption, indiscipline, and poor commitment to official responsibilities. These shortcomings have contributed to widespread public dissatisfaction with the quality of services delivered by government institutions. Adepaju (2016) noted that the declining work attitude of many public servants has become a major concern among citizens who increasingly perceive the public service as inefficient and unresponsive.

To address these concerns, several state governments have introduced administrative control measures intended to improve attendance and accountability. For example, electronic clock-in and clock-out systems were introduced in parts of the public service to monitor punctuality and reduce absenteeism. Nevertheless, evidence suggests that these technological interventions have not substantially changed employees' work attitudes, as some workers merely comply with attendance requirements without demonstrating genuine commitment to their assigned responsibilities. Such observations reinforce the argument that technological

monitoring alone cannot substitute for a supportive organizational climate capable of inspiring intrinsic motivation and sustained employee engagement (Adebule, 2024).

At the national level, the Federal Government has continued to implement various reforms aimed at promoting discipline, accountability, and productivity within the public service. Despite these initiatives, problems such as lateness to work, absenteeism, lack of dedication, and abandonment of official duties remain widespread (Annati et al., 2012). In many instances, employees engage in private commercial activities during official working hours, thereby undermining organizational efficiency and public confidence in government institutions.

Another factor contributing to poor employee attitudes within the Nigerian public service relates to unfavourable conditions of service. Low remuneration, inadequate welfare packages, delayed promotion, and irregular payment of pensions and gratuities have weakened employee morale and commitment (Wegwu, 2023). The substantial disparity between the remuneration of political office holders and that of career civil servants has further intensified perceptions of inequity. In addition, prolonged delays in the payment of retirement benefits often discourage serving employees, many of whom perceive limited organizational concern for their long-term welfare. Such conditions negatively affect employees' psychological attachment to their organizations and reduce their willingness to exert discretionary effort in the discharge of official responsibilities.

Although previous studies have examined employee attitudes within the Nigerian public service, relatively limited attention has been devoted to understanding how organizational climate dimensions—particularly organizational structure, organizational reward, and organizational support—collectively influence employees' attitudes toward work in the contemporary public sector environment. The introduction of digital administrative tools, electronic payment systems, and attendance monitoring technologies has not fully resolved the persistent challenges associated with employee commitment and productivity. Against this background, this study investigates the extent to which organizational climate influences employee attitude to work in the public sector of Cross River State, Nigeria, with the objective of providing empirical evidence capable of informing policies aimed at improving public sector performance.

Objectives of the Study

The broad objective of this study was to investigate the influence of organizational climate on employees' attitudes toward work within the Nigerian public sector, using Cross River State as the study area. The specific objectives were to:

1. examine the effect of organizational structure on employees' attitudes toward work in the public sector in Nigeria;
2. determine the influence of organizational reward systems on employees' attitudes toward work in the public sector in Nigeria; and
3. assess the impact of organizational support on employees' attitudes toward work in the public sector in Nigeria.

Research Questions

To achieve the objectives of the study, the following research questions were addressed:

1. To what extent does organizational structure influence employees' attitudes toward work in the Nigerian public sector?
2. How does organizational reward affect employees' attitudes toward work in the Nigerian public sector?
3. What influence does organizational support have on employees' attitudes toward work in the Nigerian public sector?

Research Hypothesis

The study tested the following null hypothesis:

H₀: Organizational climate dimensions (organizational structure, organizational reward, and organizational support) have no statistically significant relationship with employees' attitudes toward work in the Nigerian public sector.

H₁: Organizational climate dimensions (organizational structure, organizational reward, and organizational support) have a statistically significant relationship with employees' attitudes toward work in the Nigerian public sector.

Literature Review

Theoretical Framework

This study is underpinned by three complementary theories that explain how organizational conditions influence employees' attitudes, motivation, and workplace behaviour. These include Resource Dependence Theory, Expectancy Theory, and Attribution Theory.

Resource Dependence Theory (RDT)

Resource Dependence Theory, originally proposed by Emerson (1962) and subsequently expanded by Pfeffer and Salancik (1978), provides an important explanation of how organizations rely on critical resources within their operating environments. The theory argues that organizations rarely possess all the resources required to function independently. Consequently, they establish relationships with external actors and institutions that control valuable resources necessary for survival and growth.

The central proposition of the theory is that organizations differ in the quantity and quality of resources they possess. These differences create varying levels of dependence among organizations, influencing their strategic decisions, organizational structures, and managerial practices. Organizations that successfully acquire and manage scarce resources are better positioned to achieve superior performance and sustain competitive advantage.

Within the context of the present study, Resource Dependence Theory suggests that public organizations must effectively manage both tangible and intangible organizational resources, including competent personnel, supportive work environments, efficient organizational structures, and equitable reward systems. These organizational resources contribute significantly to creating a favourable climate capable of encouraging positive employee attitudes and improved job performance.

Expectancy Theory

Expectancy Theory, developed by Porter and Lawler (1968), offers a comprehensive explanation of work motivation by emphasizing the relationship between effort, performance, and rewards. Unlike earlier motivational theories that assumed job satisfaction naturally produces improved performance, Porter and Lawler argued that effective performance often precedes satisfaction when employees perceive that their efforts will be fairly rewarded.

The model proposes that employee behaviour is influenced by several interrelated assumptions. First, workplace behaviour results from the interaction between individual characteristics and environmental conditions. Second, employees consciously evaluate available behavioural alternatives before deciding how much effort to invest in their work. Third, individuals possess different needs, goals, and expectations, which influence their motivation. Finally, employees are motivated when they believe that increased effort will lead to improved performance and that such performance will result in desirable rewards.

The theory further recognizes that performance is affected not only by motivation but also by employees' competencies, role clarity, and organizational support. Job satisfaction therefore emerges after employees perceive that the rewards received correspond fairly with their contributions.

The relevance of this theory to the present study lies in its explanation that favourable organizational climates—characterized by supportive management, equitable reward systems, and effective organizational structures—strengthen employees' expectations that effort will be recognized and rewarded. Such expectations increase motivation, organizational commitment, and positive attitudes toward work.

Attribution Theory

Attribution Theory, pioneered by Fritz Heider (1958) and subsequently enriched by scholars such as Lewin, Festinger, and Bem, explains how individuals interpret the causes of behaviour and how these interpretations influence future actions and attitudes.

According to the theory, people constantly seek explanations for both their own behaviour and that of others. These explanations generally fall into two broad categories: internal attributions, which relate behaviour to personal characteristics such as ability, competence, motivation, or effort; and external attributions, which associate behaviour with environmental conditions such as organizational policies, supervision, workplace relationships, or luck.

Individuals who attribute outcomes primarily to internal factors generally believe that success depends on their own efforts and abilities. Such employees are often more self-confident, proactive, resilient, and willing to assume responsibility for organizational outcomes. They are also more receptive to constructive feedback, demonstrate stronger learning orientation, and persist when confronted with workplace challenges.

Conversely, individuals who predominantly attribute outcomes to external circumstances tend to perceive that their behaviour is largely controlled by organizational conditions or environmental forces beyond their control. Employees with such perceptions may exhibit

lower job satisfaction, weaker organizational commitment, higher absenteeism, and reduced engagement in organizational activities.

From the perspective of this study, Attribution Theory provides valuable insight into how employees interpret organizational practices such as leadership style, reward systems, supervisory support, organizational policies, and working conditions. Where employees perceive these organizational factors as fair, supportive, and conducive to professional growth, they are more likely to develop favourable attitudes toward work. Conversely, negative perceptions of the organizational environment may encourage dissatisfaction, reduced commitment, and lower productivity.

Concept of Organizational Climate

Organizational climate refers to employees' collective perceptions of the policies, practices, procedures, and interpersonal relationships that characterize their work environment. It represents the prevailing atmosphere within an organization and shapes how employees interpret management practices, organizational values, communication patterns, and working conditions. Because these perceptions influence employees' motivation, commitment, and behaviour, organizational climate has become one of the most important constructs in organizational behaviour and human resource management (Cullen et al., 2023).

Although scholars have offered varying definitions of organizational climate, there is broad consensus that it reflects the enduring characteristics of an organization's internal environment that distinguish one organization from another and influence employees' attitudes and behaviours. It encompasses the formal and informal systems through which organizational members experience leadership, decision-making, communication, support, and reward mechanisms. These organizational attributes collectively shape employees' willingness to contribute toward the achievement of organizational goals.

Fey and Beamish (2023) describe organizational climate as the manifestation of employees' shared perceptions regarding organizational policies and managerial practices. In other words, climate reflects how members collectively interpret the organization's operating environment rather than the formal structures themselves. Consequently, two organizations operating within the same industry may exhibit different organizational climates because employees perceive managerial actions and workplace experiences differently.

Organizations also tend to attract, retain, and socialize individuals whose values and expectations are compatible with the prevailing organizational climate. As employees continuously interact with organizational systems, these shared perceptions become reinforced and gradually evolve into relatively stable organizational characteristics. Nevertheless, organizational climate may vary across departments, units, and work groups depending on leadership styles, communication patterns, job demands, and interpersonal relationships. These departmental climates collectively contribute to the overall organizational climate that ultimately influences employee performance and organizational effectiveness (Jansen, 2019).

A favourable organizational climate promotes trust, collaboration, innovation, employee satisfaction, and organizational commitment. Conversely, an unfavourable climate characterized by poor communication, rigid bureaucracy, inadequate support, and perceived unfairness may generate dissatisfaction, absenteeism, low morale, and reduced productivity. Consequently, organizations seeking sustainable performance must continuously create working environments that encourage employee engagement and positive work attitudes.

Factors Influencing Organizational Climate

Organizational climate is shaped by numerous organizational and environmental conditions that collectively determine how employees perceive their workplace. These factors differ across organizations because each institution possesses unique managerial philosophies, operational procedures, organizational cultures, technological capabilities, and leadership approaches. Ji et al. (2020) observed that several organizational variables interact to determine whether employees perceive their work environment positively or negatively.

Organizational Context

Among the factors influencing organizational climate, organizational context occupies a central position because it reflects management philosophy, institutional values, and strategic direction. Organizations that effectively utilize both human and material resources while maintaining fair policies and transparent administrative procedures are more likely to develop favourable organizational climates.

Management philosophy is commonly reflected through organizational policies, rules, procedures, and human resource practices that regulate employee behaviour. Employees evaluate these managerial practices and determine whether organizational decisions are fair, supportive, and consistent with their personal and professional aspirations. A positive organizational climate therefore emerges when organizational objectives are aligned with employees' expectations, resulting in stronger commitment, higher morale, and improved job performance.

Organizational Structure

Organizational structure constitutes another important determinant of organizational climate because it defines reporting relationships, authority patterns, communication channels, and the allocation of responsibilities within an organization. According to Kehoe and Wright (2023), organizational structure provides the formal framework through which organizational activities are coordinated and managerial authority is exercised.

The degree of centralization or decentralization adopted by an organization significantly affects employees' perceptions of the work environment. Decentralized structures generally encourage employee participation in decision-making, increase autonomy, strengthen communication, and enhance job satisfaction. Employees working within participatory organizational structures often develop stronger feelings of ownership and organizational commitment because they perceive themselves as valued contributors to organizational success.

Conversely, highly centralized organizational structures may be appropriate where consistency and strict control are required. However, excessive centralization may also restrict employee participation, reduce creativity, delay decision-making, and negatively influence organizational climate if employees perceive limited opportunities for involvement and professional growth.

Organizational Processes

Organizational processes refer to the managerial activities through which organizational goals are accomplished. These include communication systems, leadership practices, decision-making procedures, performance evaluation, motivation, conflict management, and employee supervision.

Among these processes, leadership plays an especially influential role because supervisors directly shape employees' daily workplace experiences. Leadership behaviours determine whether employees participate in decision-making, receive constructive feedback, experience fair performance appraisal, and enjoy supportive working relationships. Consequently, managers must carefully consider how their leadership styles influence employees' perceptions of fairness, trust, and organizational support.

Organizations characterized by transparent communication, participatory leadership, effective conflict resolution, and fair decision-making generally cultivate healthier organizational climates than institutions where communication is poor and leadership is authoritarian.

Physical Work Environment

The physical characteristics of the workplace also contribute significantly to employees' perceptions of organizational climate. Factors such as office design, workplace safety, availability of equipment, noise levels, ventilation, lighting, office location, and general working conditions affect employees' comfort, health, and productivity. Employees operating within clean, safe, and well-equipped work environments are more likely to develop favourable attitudes toward their organizations. Conversely, noisy, overcrowded, or poorly maintained workplaces often generate stress, frustration, fatigue, and declining work performance. Organizations that invest in conducive working environments therefore create conditions that promote employee well-being and organizational effectiveness.

Organizational Values and Norms

Every organization operates within a framework of formal and informal values that regulate acceptable behaviour. Formal values are communicated through organizational rules, ethical codes, policies, and standard operating procedures, whereas informal values emerge through shared beliefs, interpersonal relationships, and workplace traditions.

Organizational values significantly influence employees' perceptions of fairness, respect, recognition, and organizational justice. Organizations that consistently demonstrate respect for employees, encourage collaboration, recognize achievements, and maintain equitable treatment are more likely to develop positive organizational climates. Conversely, workplaces characterized by distrust, discrimination, poor communication, or unfair treatment often experience declining employee morale and organizational commitment.

Both formal organizational systems and informal social interactions therefore play complementary roles in shaping employees' perceptions of their work environment.

Dimensions of Organizational Climate

Organizational Reward

Organizational reward refers to the comprehensive system through which organizations recognize and compensate employees for their contributions toward organizational objectives. Reward systems include both financial incentives—such as salaries, bonuses, allowances, and fringe benefits—and non-financial incentives, including recognition, career advancement opportunities, job security, appreciation, and professional development (Kiers et al., 2022).

An effective reward system attracts competent employees, retains talented personnel, and motivates workers to perform at higher levels. Contemporary reward management emphasizes the integration of financial and non-financial incentives into a comprehensive reward strategy that satisfies employees' economic, psychological, and professional needs.

Employees who perceive organizational rewards as fair and equitable are generally more motivated, committed, and willing to invest greater effort in achieving organizational goals. Conversely, perceptions of inequitable compensation may reduce job satisfaction, weaken organizational commitment, and encourage turnover intentions.

Organizational Support

Organizational support refers to employees' perceptions regarding the extent to which their organization values their contributions, cares about their well-being, and provides the necessary resources required to perform effectively (Kohlberg et al., 2019).

Supportive organizations demonstrate concern for employees through fair treatment, effective supervision, adequate training, career development opportunities, favourable working conditions, and timely assistance during both professional and personal challenges. Such organizational practices strengthen employees' sense of belonging and reinforce their commitment to organizational goals.

Research consistently shows that employees who perceive high levels of organizational support exhibit stronger job satisfaction, greater organizational commitment, improved performance, lower absenteeism, and reduced turnover intentions. When employees believe that management genuinely appreciates their contributions and invests in their welfare, they are more likely to reciprocate through increased loyalty, positive work attitudes, and discretionary effort. Accordingly, perceived organizational support represents a critical component of organizational climate and serves as an important predictor of employee attitude and workplace performance.

Conceptual Framework

The conceptual framework for this study illustrates the relationship between organizational climate and employees' attitudes toward work in the Nigerian public sector. Organizational climate serves as the independent variable and is represented by three major dimensions:

organizational structure, organizational reward, and organizational support. Employee attitude toward work constitutes the dependent variable.

The framework assumes that improvements in organizational structure, equitable reward systems, and supportive organizational practices will positively influence employees' commitment, motivation, job satisfaction, punctuality, and overall work behaviour. Consequently, a favourable organizational climate is expected to enhance employees' attitudes toward work, thereby contributing to greater organizational effectiveness and improved service delivery within the public sector.

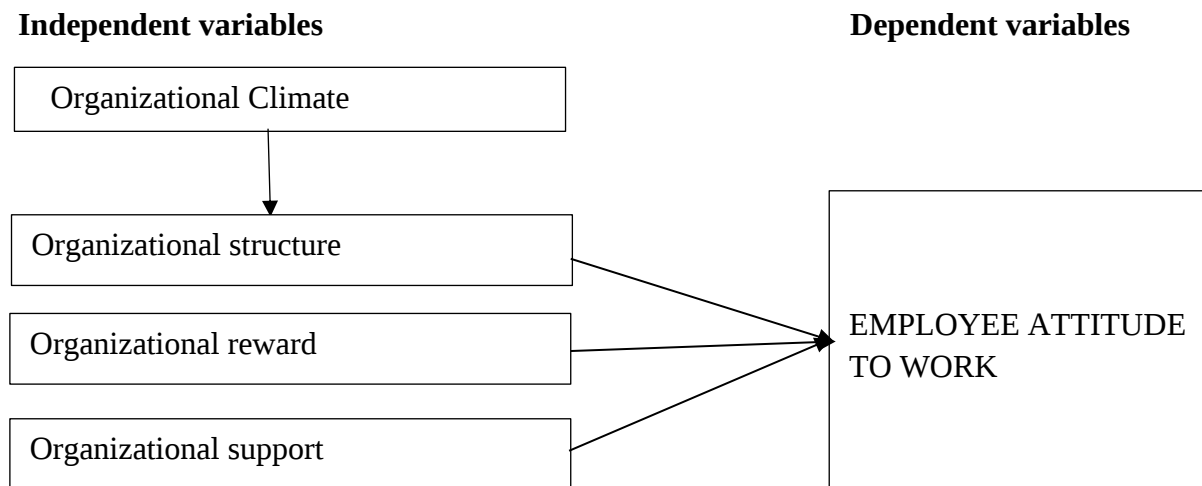


Fig 1: Conceptual model of organizational climate on employee attitude to work.
Source: Researchers' computation (2026).

Empirical Review

Several empirical studies have examined the relationship between organizational climate and employee performance across different organizational settings. Abayomi et al. (2020) investigated the influence of organizational climate on business performance among selected organizations in Lagos Metropolis. Employing a survey design, the researchers administered 150 structured questionnaires, of which 120 were successfully retrieved for analysis. Their findings demonstrated that organizations characterized by favourable climates recorded superior performance outcomes and that organizational climate significantly predicted business success.

Similarly, Koys (2021) examined organizational climate using a motivational perspective by surveying 453 executives in a large public-sector enterprise in India. The study explored six motivational dimensions of organizational climate and found considerable variation in employees' perceptions across departments. The findings highlighted that organizational climate is multidimensional and influences employee behaviour differently depending on departmental characteristics.

Jansen (2019) investigated whether employees' individual perceptions of organizational climate and the overall climate within work units jointly influence employee attitudes. The study established that both individual-level perceptions and collective organizational climate significantly contribute to employees' job satisfaction and organizational commitment,

suggesting that organizational climate operates simultaneously at both the individual and group levels.

Watkin and Hubbard (2023) explored the relationship between organizational climate and organizational learning capacity. Their findings indicated that organizations with supportive climates exhibited stronger knowledge creation, employee collaboration, and organizational performance. Furthermore, employee satisfaction emerged as a critical mechanism through which organizational climate contributes to organizational effectiveness.

Davidson (2020) examined the effect of demographic variables on organizational climate within the hospitality industry. The study revealed that gender differences did not significantly influence employees' perceptions of organizational climate. Based on these findings, the author concluded that organizational climate is shaped primarily by managerial practices and organizational systems rather than demographic characteristics.

Although previous studies have established positive relationships between organizational climate and various organizational outcomes, relatively few investigations have focused specifically on the combined influence of organizational structure, organizational reward, and organizational support on employees' attitudes toward work within the Nigerian public sector. This study addresses this empirical gap by examining these organizational climate dimensions simultaneously within the context of public service institutions in Cross River State, Nigeria.

Research Methodology

This study adopted a survey research design because it provides an appropriate framework for collecting quantitative data from a relatively large population and examining relationships among variables. The design was considered suitable for investigating how organizational climate influences employees' attitudes toward work within public sector institutions.

The study was conducted in Cross River State, Nigeria, which was selected because its public service system reflects many of the structural and administrative characteristics common to other public institutions across the country. According to the 2006 National Population Census, the state has a population of 4,112,445, which constituted the target population for the study.

A sample size of 592 respondents was selected using the purposive sampling technique. This sampling approach enabled the researchers to deliberately select respondents who possessed adequate knowledge and practical experience regarding organizational climate and employee work behaviour within the public sector.

Primary data were collected through a structured questionnaire titled the Organizational Climate and Employee Attitude Questionnaire (OCEAQ). The instrument was subjected to expert validation to ensure content and face validity. Reliability testing produced a Cronbach's alpha coefficient of 0.89, indicating a high level of internal consistency and confirming the suitability of the instrument for data collection.

The study also benefited from documentary evidence obtained through textbooks, peer-reviewed journal articles, government publications, institutional reports, and other relevant scholarly materials, which provided additional theoretical and empirical support for the investigation.

The collected data were analysed using Pearson Product-Moment Correlation (PPMC) to determine the degree of association among the study variables, while Multiple Linear Regression Analysis was employed to evaluate the combined and individual contributions of organizational structure, organizational reward, and organizational support to employees' attitudes toward work. Statistical significance was determined at the 0.05 probability level, providing the basis for testing the study's hypothesis.

Data Analysis and Results

Correlation Analysis of Organizational Climate and Employee Attitude to Work

Table 1: Pearson Product Moment Correlation Matrix Showing the Relationship between Organizational Climate Dimensions and Employee Attitude to Work

Variables	Organizational structure	Organizational reward	Organizational support	Employee attitude to work
Organizational structure	1	.069	.191*	.447*
Organizational reward	.060	1	.091*	.157*
Organizational support	.191*	.091*	1	.296*
Employee attitude to work	.447*	.157*	.296*	1

*Significant at .05 level $P < .05$

**Values above the main diagonal are correlation coefficients, below it are corresponding p-values

Interpretation of Table 1

The Pearson Product Moment Correlation (PPMC) analysis was conducted to determine the nature and strength of the relationships among the organizational climate variables and employees' attitudes toward work. The correlation coefficients presented in Table 1 indicate that all the study variables are positively associated with one another, suggesting that improvements in one organizational climate dimension correspond with improvements in the others.

Specifically, organizational structure exhibited the strongest positive association with employee attitude to work ($r = 0.447$, $p < 0.05$), indicating that well-defined organizational structures are strongly related to favourable employee work attitudes. Organizational support also demonstrated a moderate positive relationship with employee attitude to work ($r = 0.296$,

$p < 0.05$), implying that employees who perceive greater organizational support are more likely to exhibit positive workplace attitudes.

Furthermore, organizational reward showed a positive and statistically significant relationship with employee attitude to work ($r = 0.157$, $p < 0.05$). Although this relationship was comparatively weaker than those observed for organizational structure and organizational support, it nevertheless indicates that equitable reward practices contribute positively to employees' attitudes toward their work.

Overall, the positive and statistically significant inter-correlations among the independent variables confirm that the selected organizational climate dimensions are appropriate indicators for examining employee attitude to work in the Nigerian public sector.

Multiple Regression Analysis

Table 2: Summary of Multiple Linear Regression Analysis Showing the Composite Influence of Organizational Climate on Employee Attitude to Work

R	R Square	Adjusted R Square	Std. Error of the Estimate	R ² Change	
.605 ^a	.366	.359	1.04048	.366 ^a	
	Sum of Squares	Df	Mean Square	F-ratio	p-value
Regression	365.054	3	60.842	56.200	.000 ^b
Residual	633.322	588	1.083		
Total	99.377	591			

Coefficient of the Beta weights of the organizational climate and employee attitude to work in public service in Cross River State

Model	B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	-1.571	1.110		-1.415	.158
Structure	.334	.031	.369	10.926	.000
Reward	.080	.032	.085	2.544	.011
Support	.136	.027	.171	5.053	.000

a. Dependent Variable Employee attitude to work

b. Predictors: (Constant), organizational structure, reward and support.

Interpretation of Table 2

Multiple linear regression analysis was performed to determine the collective and individual contributions of organizational structure, organizational reward, and organizational support to employee attitude toward work in the public sector.

The regression model produced a correlation coefficient of $R = 0.605$, indicating a moderately strong positive relationship between the combined organizational climate variables and employee attitude to work. The coefficient of determination ($R^2 = 0.366$) shows that approximately 36.6% of the variation in employee attitude to work can be explained jointly by organizational structure, organizational reward, and organizational support. After adjusting for sampling variation, the Adjusted R^2 of 0.359 indicates that the model accounts for 35.9% of the observed variation in employee attitude to work. The remaining 64.1% may be attributed to other organizational, behavioural, or environmental factors not included in the present study.

The Analysis of Variance (ANOVA) further confirmed that the regression model is statistically significant ($F = 56.200$; $p = 0.000$). Since the probability value is less than the 0.05 level of significance, the null hypothesis is rejected. This finding demonstrates that the organizational climate dimensions collectively exert a significant influence on employee attitude to work within the public service of Cross River State, Nigeria.

An examination of the standardized regression coefficients (Beta values) reveals that organizational structure made the strongest unique contribution to predicting employee attitude to work ($\beta = 0.369$; $t = 10.926$; $p = 0.000$). This indicates that organizational structure is the most influential predictor among the variables investigated.

Organizational support also contributed significantly to employee attitude to work ($\beta = 0.171$; $t = 5.053$; $p = 0.000$), suggesting that employees who perceive higher levels of institutional support are more likely to demonstrate favourable work attitudes.

Similarly, organizational reward exerted a positive and statistically significant influence on employee attitude to work ($\beta = 0.085$; $t = 2.544$; $p = 0.011$). Although its contribution was comparatively smaller than those of organizational structure and organizational support, the result confirms that reward practices remain an important determinant of employees' work behaviour.

Based on the standardized regression coefficients, the variables ranked in order of predictive importance are: Organizational Structure ($\beta = 0.369$), Organizational Support ($\beta = 0.171$), and Organizational Reward ($\beta = 0.085$). These findings indicate that improvements in organizational structure would produce the greatest positive influence on employee attitude to work, followed by organizational support and organizational reward.

The regression equation generated from the analysis is expressed as: Employee Attitude to Work = $-1.571 + 0.334$ (Organizational Structure) + 0.080 (Organizational Reward) + 0.136 (Organizational Support).

This equation suggests that, holding other factors constant, improvements in each organizational climate dimension are associated with corresponding increases in employees' attitudes toward work.

Hypothesis Testing

The null hypothesis stated that organizational climate variables have no significant relationship with employee attitude to work in the Nigerian public sector.

The regression results revealed a statistically significant composite relationship between organizational climate and employee attitude to work ($F = 56.200$; $p < 0.05$). Consequently, the null hypothesis is rejected, while the alternative hypothesis is accepted.

The implication of this finding is that organizational climate significantly predicts employee attitude toward work in the public service. Specifically, organizational structure, organizational support, and organizational reward jointly contribute to explaining variations in employees' workplace attitudes. Among these predictors, organizational structure emerged as the most influential determinant, underscoring the importance of effective organizational design, clear reporting relationships, participatory management practices, and supportive institutional policies in promoting positive employee behaviour.

Discussion of Findings

The objective of this study was to examine the influence of organizational climate on employees' attitudes toward work in the public sector of Cross River State, Nigeria. The empirical findings demonstrate that organizational climate constitutes a significant predictor of employee work attitude, with organizational structure, organizational reward, and organizational support jointly explaining a substantial proportion of the observed variation in employees' workplace behaviour.

The analysis revealed that organizational structure exerted the strongest influence on employee attitude to work. This finding implies that clearly defined organizational hierarchies, effective communication channels, well-articulated responsibilities, and participatory administrative systems encourage positive employee behaviour and improve organizational commitment. A flexible organizational structure enables employees to understand their roles, promotes accountability, and enhances collaboration, thereby improving workplace productivity. This finding corroborates the position of Kehoe and Wright (2023), who argued that organizational structure establishes formal authority relationships and creates the institutional framework through which organizational effectiveness is achieved.

The study further established that organizational reward has a positive and statistically significant influence on employee attitude to work. This result suggests that employees are more likely to demonstrate commitment, dedication, and improved job performance when they perceive organizational rewards as equitable and commensurate with their contributions. Both financial incentives, such as salaries and allowances, and non-financial rewards, including recognition, promotion opportunities, and career development, serve as important motivational mechanisms that enhance employee morale. This finding supports the assertion of Davidson (2020) that comprehensive reward systems encourage employee retention, strengthen motivation, and improve organizational performance through increased job satisfaction.

Another important finding is that organizational support significantly predicts employee attitude to work. Employees who perceive that their organizations value their contributions, provide adequate resources, and demonstrate concern for their welfare are more likely to develop favourable attitudes toward their jobs. Organizational support strengthens employees' psychological attachment to the organization, increases trust in management, and promotes greater commitment to organizational objectives. This result is consistent with the observations of Watkin and Hubbard (2023), who emphasized that supportive organizational environments enhance employee motivation, knowledge sharing, and organizational effectiveness.

Collectively, the regression results demonstrate that organizational climate significantly influences employees' attitudes toward work in the Nigerian public sector. The implication is that improving organizational climate should constitute a strategic priority for public-sector managers seeking to enhance employee motivation, service quality, and institutional productivity.

Conclusion

This study examined the relationship between organizational climate and employee attitude to work within the public sector of Cross River State, Nigeria. Drawing on Resource Dependence Theory, Expectancy Theory, and Attribution Theory, the study demonstrated that organizational climate remains an important organizational resource capable of shaping employees' perceptions, motivation, and behavioural outcomes.

The empirical findings indicate that organizational structure, organizational reward, and organizational support collectively exert a statistically significant influence on employee attitude toward work. Among these variables, organizational structure emerged as the strongest predictor, followed by organizational support and organizational reward. These findings suggest that organizations that establish transparent administrative systems, provide adequate support for employees, and implement equitable reward mechanisms are more likely to cultivate committed, motivated, and productive employees.

The study therefore concludes that creating and sustaining a positive organizational climate represents a critical strategy for improving employee attitudes and enhancing the effectiveness of public-sector organizations in Nigeria. Investment in supportive organizational practices will not only strengthen employee commitment but also contribute to improved public service delivery and institutional performance.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed:

1. Public-sector organizations should strengthen their organizational structures by promoting participatory management, transparent communication, clearly defined responsibilities, and decentralized decision-making where appropriate. Such measures will encourage employee involvement, enhance accountability, and improve organizational commitment.

2. Government and public-sector administrators should implement equitable and competitive reward systems that combine financial incentives with non-financial recognition programmes. Fair compensation, promotion based on merit, employee recognition, and opportunities for professional development will significantly improve employees' motivation and job satisfaction.
3. Organizations should strengthen employee support systems by providing adequate working facilities, regular training opportunities, effective supervision, counselling services, and employee welfare programmes. A supportive work environment enhances employee morale and encourages greater commitment to organizational goals.
4. Public institutions should continuously improve the physical and psychological work environment by providing modern office facilities, functional equipment, safe workplaces, and conducive conditions that enable employees to perform their duties efficiently.
5. Government should prioritize improvements in employees' welfare, including timely payment of salaries, pensions, gratuities, and other statutory benefits. Addressing these welfare concerns will improve employee confidence in the system, reduce dissatisfaction, and foster more positive work attitudes.
6. Managers should establish effective conflict management and employee engagement mechanisms to encourage collaboration, strengthen interpersonal relationships, and promote organizational harmony. Regular employee feedback systems should also be introduced to identify emerging workplace concerns before they adversely affect organizational performance.

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