

# Organizational Climate and Employee Productivity in United Bank for Africa (UBA), Anambra State, Nigeria

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.908000435>

Received: 11 August 2025; Accepted: 17 August 2025; Published: 15 September 2025

## ABSTRACT

This study examined the relationship between organizational climate and employee productivity in United Bank for Africa (UBA), Anambra State, Nigeria. Specifically, it investigated the relationship between teamwork climate and employee affective commitment; ascertain the relationship between participative decision-making climate and normative commitment, and examine the relationship between communication climate and job satisfaction. A descriptive survey design was adopted, and data were collected from 250 employees across six strategically selected UBA branches using a structured questionnaire. Hypotheses were tested using Pearson Product Moment Correlation at a 0.05 level of significance. The findings revealed a strong and significant positive relationship between teamwork climate and affective commitment ( $r = 0.712$ ,  $p = 0.000$ ), participative decision-making climate and normative commitment ( $r = 0.654$ ,  $p = 0.000$ ), and communication climate and job satisfaction ( $r = 0.687$ ,  $p = 0.000$ ). These results underscore the importance of fostering a supportive and inclusive organizational climate to enhance employee productivity and commitment. The study concluded that an enabling work environment promotes emotional attachment, moral obligation, and job satisfaction among employees. It is recommended that UBA sustains team-building initiatives, encourages participative decision-making, and maintains transparent communication practices to boost employee engagement and organizational performance.

## BACKGROUND OF THE STUDY

Organizational climate, which reflects employees' shared perceptions of workplace practices, norms, and policies, has been increasingly recognized as a vital driver of performance outcomes across various sectors, especially in the banking industry. In Nigeria, the banking sector has undergone significant transformations, especially since the post-consolidation era. United Bank for Africa (UBA), which began operations in 1949, remains one of the leading pan-African financial institutions. With branches across Anambra State, UBA has played a crucial role in providing financial services, fostering entrepreneurship, and creating employment. However, employee productivity in banks like UBA is closely tied to the internal work environment. As the banking industry evolves, the role of a conducive organizational climate in stimulating productivity cannot be overlooked.

Recent empirical evidence from Nigeria and abroad indicates that organizational climate significantly influences various aspects of employee behavior, including motivation, satisfaction, and performance. For instance, Odusanya, Osibanjo, and Adeniji (2024) emphasize that the nature of the work climate directly shapes employees' willingness to go beyond minimum job requirements. Similarly, Charles and Duru (2021) revealed that favorable climates within Nigerian commercial banks enhanced workforce productivity through improved employee attitudes. The shared perception of fairness, autonomy, and recognition within an organization has a strong positive effect on how efficiently and effectively employees perform their roles.

One important dimension of organizational climate is teamwork. A teamwork-oriented climate fosters collaboration, interdependence, and mutual support among staff members. Odusanya et al. (2024) describe teamwork climate as a collaborative structure that enhances collective problem-solving and learning. This teamwork culture, when present, tends to reduce workplace stress and confusion. In the context of banking,

where tasks are often interconnected, a climate that supports team cohesion leads to higher task completion rates, reduced errors, and improved service delivery. Ohida, Musa, and Alabi (2024) also found that team-based environments significantly enhance individual employee performance across Nigerian banks.

Teamwork climate closely aligns with employee performance, which refers to the ability of staff to meet or exceed job expectations. Ohida et al. (2024) in their quantitative analysis demonstrated that banks with strong teamwork cultures observed higher performance ratings among their staff. Similarly, Oni and Akinyemi (2022) found that teamwork improves not only the speed and accuracy of work but also interpersonal relations among staff, thereby improving the organizational atmosphere. These studies suggest that encouraging collective work behavior in UBA branches in Anambra State would likely result in increased individual and organizational performance.

Another critical component of organizational climate is participative decision-making, which refers to the extent employees are involved in decisions affecting their jobs. When employees are allowed to participate in planning and decision-making processes, they feel a stronger sense of ownership and responsibility. Charles and Duru (2021), participatory environments in banks led to significantly higher employee commitment and reduced turnover. The authors observed that bank employees involved in decisions about work schedules, resource allocation, and policy implementation were more engaged and enthusiastic about their roles.

This participative decision-making climate enhances employee commitment, a core component of productivity. Commitment involves an employee's emotional and psychological attachment to the organization. Ohida et al. (2024) emphasized that staff who perceive fairness and transparency in decision-making are more loyal and are likely to exert extra effort in fulfilling their duties. In UBA's case, a participative climate could encourage employees in Anambra State to align more with corporate objectives, reduce absenteeism, and increase retention rates. This link between decision-making inclusiveness and productivity has been corroborated by both Nigerian and international studies.

The third major climate factor is communication climate. This involves how openly and effectively information is shared within the organization and how often employees receive feedback or recognition. Onyekwelu, Eze, and Nwankwo (2021) reported that open communication climates in Southeast Nigerian banks had a positive effect on employees' perception of job meaning and satisfaction. In contrast, organizations with closed communication systems where information flow is poor and feedback is scarce suffer from disengagement, mistrust, and poor performance. Odusanya et al. (2024) also noted that lack of recognition and poor communication were primary reasons for reduced morale in Nigerian banking institutions.

Ultimately, the alignment of these organizational climate factors teamwork, participative decision-making, and communication with employee productivity variables performance, commitment, and job satisfaction has strong support in the literature. When banks such as UBA foster a positive climate across these areas, employees are more likely to be satisfied, committed, and high-performing. The growing body of empirical evidence, including findings by Ohida et al. (2024) and Charles and Duru (2021), confirms that a supportive and transparent work environment is instrumental in enhancing productivity. For UBA branches in Anambra State, the implications are clear: creating and sustaining a positive organizational climate is essential for optimal employee output and service delivery.

### **Statement of the Problem**

Employee productivity remains a key determinant of organizational success, especially in the competitive Nigerian banking sector. At United Bank for Africa (UBA) branches in Anambra State, employee output and service delivery are increasingly affected by internal workplace conditions. Despite the bank's consistent expansion and investment in digital innovation, there are growing concerns that the organizational climate comprising teamwork culture, leadership style, decision-making structure, and internal communication may be negatively impacting employee motivation, engagement, and ultimately, productivity. This raises critical questions about how conducive the organizational environment truly is for optimal performance within UBA's branches.

One major issue contributing to this problem is the perceived lack of participative decision-making. Employees often report being excluded from core operational discussions, leading to a sense of alienation and reduced commitment to organizational goals. When decisions are made without employee input, it affects morale and productivity, as staff may feel undervalued and disengaged. This top-down approach to management, which is common in traditional banking institutions, may no longer be effective in today's dynamic work environment.

Secondly, poor internal communication continues to pose a challenge in UBA's branches. Feedback mechanisms are either absent or underutilized, resulting in misunderstandings, delayed task execution, and low job satisfaction. When employees are not adequately informed or when their efforts are not acknowledged, it weakens the motivation to perform beyond minimum expectations. Without clear and transparent communication, both teamwork and customer service suffer, leading to reduced organizational effectiveness.

Thirdly, a weak teamwork climate has also been identified as a contributing factor to poor employee performance. In several branches, collaboration is limited by departmental silos and lack of team-oriented incentives. As a result, employees are less likely to share knowledge or support one another in meeting performance targets. This lack of synergy undermines productivity and limits the organization's ability to meet its strategic goals efficiently.

While prior studies have investigated aspects of organizational climate in the Nigerian banking sector, few have specifically focused on the integrated effect of teamwork, communication, and participative decision-making on employee productivity within UBA branches in Anambra State. This study intends to bridge that gap by providing a comprehensive analysis of how organizational climate variables collectively influence employee performance in the context of a leading financial institution. The outcome will inform targeted interventions aimed at improving work conditions and boosting productivity.

### **Objectives of the Study**

The general objective of this research is to examine the relationship between organizational climate and employee productivity of United Bank for Africa (UBA), Anambra State, Nigeria. However, the specific objectives are to:

- i. Examine the relationship between teamwork climate and employee affective commitment of United Bank for Africa (UBA), Anambra State, Nigeria.
- ii. Ascertain the relationship between participative decision-making climate and normative employee commitment of United Bank for Africa (UBA), Anambra State, Nigeria.
- iii. Evaluate the relationship between communication climate and employee job satisfaction of United Bank for Africa (UBA), Anambra State, Nigeria.

### **Hypotheses**

The following null hypotheses are developed in the course of this research:

- i. There is no significant relationship between teamwork climate and employee affective commitment of United Bank for Africa (UBA), Anambra State, Nigeria.
- ii. There is no significant relationship between participative decision-making climate and employee normative commitment of United Bank for Africa (UBA), Anambra State, Nigeria.
- iii. There is no significant relationship between communication climate and employee job satisfaction of United Bank for Africa (UBA), Anambra State, Nigeria.

## **REVIEW OF RELATED LITERATURE**

### **Organizational Climate**

Organizational climate refers to the shared perceptions and attitudes within an organization that shape how individuals experience their work environment. Huang et al. (2021), it is the psychological atmosphere

perceived by employees that influences their motivation, satisfaction, and behavior. It encompasses various aspects such as communication style, leadership practices, trust, and support. These shared perceptions act as a lens through which employees interpret their organizational context, and can have a significant impact on commitment and performance.

More recent definitions focus on the dynamic and context-specific nature of organizational climate. Okpara and Olayemi (2023) define it as the “situational context shaped by organizational values, reward systems, and management practices that govern employee behavior and job attitudes.” They emphasize that climate can differ significantly across departments or units within the same organization, especially in large and complex firms. Hence, climate should be seen as a local phenomenon rather than a monolithic construct.

Organizational climate is also considered a critical predictor of various outcomes, including employee retention, innovation, and ethical behavior. Rahim and Chukwu (2020) assert that a positive organizational climate enhances employee engagement, while a toxic climate can lead to low morale and turnover. The concept has gained increased attention in the post-pandemic work environment, where remote and hybrid work structures require intentional climate management to maintain productivity and cohesion.

### **Teamwork Climate**

Teamwork climate refers to employees' shared perception of collaboration, mutual respect, and the quality of relationships within work teams. Brown and Elias (2020), it is “the degree to which teamwork, open communication, and mutual trust characterize the daily interactions of employees within a team.” This climate plays a critical role in building cohesion, enhancing psychological safety, and promoting joint accountability for team goals.

Teamwork climate has been linked to various positive organizational outcomes. Nwachukwu and Eze (2022) explain that a strong teamwork climate fosters affective commitment and helps teams respond adaptively to organizational challenges. Their study of healthcare teams in Nigeria found that effective teamwork reduced conflict, encouraged innovation, and strengthened overall team performance. Similarly, Osagie and Bello (2021) emphasize the role of leadership in nurturing a teamwork climate by encouraging inclusive dialogue and collaborative decision-making.

Teamwork climate is especially important in knowledge-intensive and interdependent work environments. The COVID-19 pandemic highlighted the significance of digital teamwork climate as remote work became widespread. Studies such as Adeyemi et al. (2021) found that virtual teams with a strong digital teamwork climate reported higher trust and engagement. Therefore, investing in team-based skills, communication tools, and trust-building measures is essential for fostering a resilient teamwork climate in modern organizations.

### **Participative Decision-Making Climate**

Participative decision-making climate refers to the extent to which employees perceive that they have a voice in organizational decisions and are actively involved in shaping work-related policies and practices. Uzonwanne and Nwokocha (2021), this climate is marked by openness, empowerment, and trust between management and employees. It encourages employee input in both strategic and operational matters, thereby enhancing a sense of ownership and accountability.

The concept has been widely linked to normative commitment and organizational loyalty. Eneh and Okafor (2023) argue that when employees are involved in decision-making, they develop a stronger moral obligation to contribute meaningfully and remain with the organization. Their study among SMEs in Southeast Nigeria showed that participative decision-making climates led to increased innovation and reduced resistance to change. In this way, employees are not only workers but co-creators of the organizational vision.

Furthermore, participative climates are instrumental in driving ethical behavior and inclusion. Ahmed and Yusuf (2020) note that in inclusive organizations, participative decision-making helps flatten hierarchies, making power more distributed and leadership more democratic. These climates also build psychological empowerment and increase job satisfaction, especially among younger and more educated employees who



value autonomy and voice. In today's dynamic business environment, fostering such a climate is essential for adaptability and sustained performance.

### **Communication Climate**

Communication climate refers to the overall tone, openness, and quality of communication that exists within an organization. Mikkelsen et al. (2020), communication climate is a critical component of organizational life, influencing employee attitudes, collaboration, and organizational effectiveness. A positive communication climate fosters transparency, feedback, respect, and psychological safety, which enhance workplace engagement and reduce conflict. Organizations that maintain an open and supportive communication environment are more likely to experience higher employee morale and commitment.

Wang and Cheng (2021) argue that the communication climate directly affects how information is shared and interpreted across all levels of the organization. A constructive communication climate promotes inclusivity, effective upward and downward communication, and encourages employees to express ideas or concerns without fear of reprisal. Such an environment contributes to effective decision-making, problem-solving, and innovation, especially in knowledge-based organizations.

In the context of team settings, a supportive communication climate also improves interpersonal trust, which is essential for collaboration and productivity. As noted by Ibrahim and Abubakar (2022), organizations in dynamic sectors, such as banking, benefit significantly from a transparent communication climate. In such environments, frontline employees are more responsive to client needs, more efficient in resolving customer complaints, and more willing to share innovative ideas that improve service delivery.

### **Employee Productivity**

Employee productivity is generally understood as the efficiency and effectiveness with which employees perform their assigned duties and contribute to organizational goals. Ojo and Akinbode (2020), productivity encompasses both the quantity and quality of output produced within a given period. It is a core determinant of organizational performance and sustainability. Factors such as motivation, work environment, training, and leadership style significantly influence employee productivity.

Ezenwa and Nwankwo (2021) posit that employee productivity goes beyond routine task completion and includes discretionary efforts, creativity, and the ability to adapt to organizational changes. Their study emphasized that organizational support systems, including positive climate and feedback mechanisms, can foster increased productivity. Productivity is thus a function of both individual capacity and the environment in which the employee operates.

Moreover, Musa and Bello (2022) highlight that in the Nigerian banking sector, productivity is linked to how well employees are supported through adequate tools, training, and performance incentives. Employees in a healthy work climate exhibit higher engagement, reduced absenteeism, and greater customer satisfaction outcomes. Productivity can therefore be both a performance metric and an outcome of positive organizational culture and structure.

### **Employee Affective Commitment**

Affective commitment refers to an employee's emotional attachment, identification, and involvement with their organization. Allen and Meyer (1990) first introduced this component of organizational commitment, and recent studies have continued to emphasize its relevance. For instance, Chukwuma and Obi (2020) note that affective commitment increases when employees' perceive organizational support are in alignment with personal values. Employees with high affective commitment are more likely to exhibit organizational citizenship behavior and reduced turnover intentions.

Yusuf and Ibrahim (2021), affective commitment thrives in environments characterized by fairness, recognition, and development opportunities. Affective commitment also correlates positively with job

satisfaction, productivity, and loyalty. The more emotionally connected an employee is to the organization, the more effort they are willing to invest to ensure its success.

In the Nigerian context, Okoye and Eze (2023) found that affective commitment among bank employees is driven by work-life balance, job autonomy, and participative decision-making. This form of commitment is thus central to fostering a dedicated and passionate workforce, especially in competitive service industries like banking where emotional labor is frequently demanded.

### **Normative Employee Commitment**

Normative commitment describes an employee's sense of obligation to remain with an organization due to personal ethics or social norms. According to Meyer and Allen (1991), this form of commitment is derived from internalized moral duty or loyalty. In more recent work, Afolabi and Olowu (2020) argue that employees with high normative commitment stay not because they want to or need to, but because they feel they ought to.

Chinedu and Okafor (2021) suggest that normative commitment is influenced by organizational investments in employees, such as tuition reimbursement, mentorship programs, or community-based initiatives. These investments create a psychological contract in which employees feel morally obligated to reciprocate with continued service. This type of commitment can act as a buffer during periods of organizational crisis or change.

Olanrewaju and Yusuf (2022) emphasize that while normative commitment can sustain employee retention, it may not always correlate with performance if the emotional connection or job satisfaction is lacking. Thus, normative commitment should be reinforced with policies that also enhance affective and continuance commitment to drive both loyalty and productivity.

### **Employee Job Satisfaction**

Job satisfaction refers to an employee's overall emotional response to their job role, responsibilities, and work environment. According to Adeyemi and Bakare (2020), job satisfaction arises from the fulfillment of employee expectations regarding salary, supervision, work conditions, recognition, and opportunities for advancement. It plays a critical role in enhancing motivation, reducing absenteeism, and increasing retention.

Nwachukwu and Ijeoma (2021) assert that satisfied employees are more engaged, resilient, and committed to organizational goals. Their study revealed that organizations with high job satisfaction indices reported better customer service and lower employee turnover rates. Job satisfaction is also considered a strong predictor of affective commitment and workplace harmony.

In the banking sector, Okoro and Chukwu (2023) found that employee satisfaction in Nigerian banks is driven by clear performance feedback, participative management practices, and a healthy communication climate. When employees feel valued, respected, and empowered, they are more likely to be innovative and proactive in delivering services, thereby boosting overall organizational productivity.

### **Theoretical Framework**

This study is anchored on Likert's System 4 Theory of Management, developed by Rensis Likert in 1961 and further refined in subsequent works (Likert, 1967). Likert proposed four management systems: System 1 (Exploitative-Authoritative), System 2 (Benevolent-Authoritative), System 3 (Consultative), and System 4 (Participative-Group). The theory emphasized the significance of participative decision-making, supportive relationships, communication flow, and teamwork as central to effective organizational performance.

Likert's model was rooted in extensive organizational research across various industries. He identified that organizations that practiced System 4 participative management tended to have higher employee motivation, better communication climate, stronger teamwork, and increased productivity. The theory highlights that organizations thrive when employees are involved in decision-making, enjoy mutual trust with supervisors, and are supported by open communication systems and cooperative teamwork climates.

This theory is relevant to the present study because it aligns directly with the variables under investigation organizational climate, teamwork climate, participative decision-making, communication climate, and employee outcomes like productivity, job satisfaction, and commitment. Likert's System 4 emphasizes that a positive internal climate and participative leadership lead to favorable employee attitudes and organizational success. These are core assumptions in analyzing the influence of organizational climates on employee productivity and commitment in contemporary work environments. By anchoring this study on Likert's System 4 Theory, the researcher adopts a lens that explains how participative structures and a positive organizational climate shape employee behavior. It also offers a managerial roadmap for improving workplace outcomes by fostering an inclusive, communicative, and supportive environment which are essential elements in today's employee-centered institutions.

## **Theoretical Exposition**

### **Teamwork climate and employee affective commitment**

Teamwork climate a facet of organizational climate emphasizing collaboration, mutual support, and collective responsibility has emerged as a vital predictor of affective commitment. In a structured study of Ethio telecom in Ethiopia, Belay (2023) found that "bad teamwork" negatively and significantly affected employees' affective commitment, underlining how poor collaboration undermines emotional attachment to the organization. Conversely, positive teamwork, reinforced by recognition, autonomy, and supervisory support, was shown to enhance employees' emotional bonds with their workplace (Belay, 2023). This underscores that the quality of interpersonal interactions within teams is a crucial antecedent to affective commitment.

Affective commitment, defined as emotional attachment and identification with one's organization, is strongly influenced by the prevailing teamwork climate. Putsom (2020), examining not-for-profit organizations in Thailand, demonstrates that when employees perceive supportive team environments characterized by positive interactions and collaborative behavior they are more likely to feel emotionally committed to their organization. The study revealed that organizational climate significantly and positively relates to affective commitment, highlighting how a teamwork-supportive atmosphere promotes employees' psychological engagement and loyalty (Putsom, 2020).

The synergy between teamwork climate and affective commitment yields tangible organizational benefits. For instance, a broader review of organizational outcomes indicated that high levels of affective commitment substantially enhance team effectiveness, including productivity, innovation, and overall satisfaction (Klein, DiazGranados, & Salas, 2021). Teams demonstrating strong emotional commitment perform better due to increased discretionary effort and mutual support (Klein et al., 2021). This nexus suggests that cultivating a robust teamwork climate is instrumental in fostering an emotionally committed workforce, which in turn drives enhanced performance outcomes.

### **Participative decision-making climate and normative employee commitment**

Participative decision-making climate refers to the organizational environment where employees are actively involved in decision-making processes that affect their work and the overall organization. Miao et al. (2021), such a climate fosters mutual respect and collaboration, leading to a sense of shared ownership and increased motivation among employees. When employees perceive that their opinions and ideas are valued, they are more likely to contribute meaningfully to organizational goals. Participative climates are also associated with improved communication and innovation, as employees feel psychologically safe to share suggestions and feedback (Liu and Wang, 2022).

Normative employee commitment, on the other hand, describes an employee's sense of obligation to remain with an organization. This type of commitment is rooted in personal values or perceived moral duty rather than emotional attachment or economic necessity (Meyer and Parfyonova, 2020). Employees who are normatively committed may feel they "ought" to stay because the organization has invested in their development or due to cultural or ethical expectations. In participative decision-making climates, such commitment can be strengthened, as the organization's investment in inclusive leadership practices often translates into perceived organizational support (Nyameh and Dadi, 2022).

The interaction between participative decision-making climate and normative commitment plays a crucial role in employee retention and performance. Studies suggest that when employees are consistently involved in decision-making processes, they are more likely to internalize organizational values and feel a sense of responsibility toward the organization (Zhao and Zhang, 2023). This perceived responsibility fosters normative commitment, leading to reduced turnover intentions and higher organizational citizenship behavior. Thus, a participative climate is not only a driver of performance but also a builder of long-term commitment rooted in obligation and loyalty.

### **Communication Climate and Employee Job Satisfaction**

The concept of communication climate refers to the social tone of relationships within an organization, particularly in how information flows, how messages are interpreted, and how open communication is fostered. A positive communication climate is essential for creating a productive work environment and has been found to significantly influence employee job satisfaction. According to Nwachukwu and Ekwe (2021), effective internal communication enhances employee morale and engagement by reducing ambiguity and uncertainty in job roles. Similarly, Ahmed and George (2022) highlight that transparent communication between management and staff fosters trust, which is a critical determinant of job satisfaction.

Furthermore, communication climate plays a significant role in shaping employees' perceptions of fairness, respect, and inclusion, which are central to their satisfaction at work. Okocha and Chinedu (2023) assert that when employees perceive that their voices are heard and their feedback is valued, they feel a stronger sense of belonging and commitment to the organization. This supportive environment encourages employees to perform better and stay longer in their roles. Adebajo and Usman (2020) reinforce this view by showing that open communication channels reduce misunderstandings and conflict, thus contributing to a more harmonious workplace.

Moreover, studies show that organizations with open communication climates also experience higher levels of job satisfaction because employees feel informed and involved in decision-making processes. In their longitudinal study, Eze and Onuoha (2021) found that communication quality, frequency, and openness were strong predictors of job satisfaction in Nigerian banking institutions. In essence, the nature of communication within an organization can either enhance or diminish how employees perceive their roles, their contributions, and their relationships with colleagues and supervisors.

### **Empirical review**

Gatama and Kavindah (2022) investigated the nexus of strategic capabilities and performance in Kenya. They adopted a descriptive research design. The sample was delimited to 123 respondents from the Kenya Revenue Authority Nairobi region. The primary data collected from questionnaires were analysed using descriptive and inferential statistics. The correlation and regression results revealed a positive and significant influence of marketing capabilities, market sensing capabilities, information technology capabilities, and management capabilities on performance. They recommended that companies improve their marketing capabilities and market sensing abilities by understanding each phase of their process, reviewing their market learning capability, and correcting any deficiencies. Exploiting IT capabilities can enhance performance through revenue generation or cost reduction.

Ajayi and Ogunyemi (2021) examined the effect of organizational climate on employee performance in selected manufacturing firms in Lagos State, Nigeria. The study used a survey design with a sample of 250 employees. Data were gathered through structured questionnaires and analyzed using regression analysis. The findings indicated a significant relationship between supportive organizational climate and employee performance. The study suggested that leaders create enabling environments to enhance staff motivation and productivity.

Nnaji and Okeke (2023) explored the influence of communication climate on job satisfaction among public sector employees in Enugu State. Using a mixed-method approach, the researchers gathered data from 200 respondents through questionnaires and interviews. The study found that an open and transparent



communication climate led to higher job satisfaction. It was recommended that managers prioritize two-way communication and foster trust to enhance job outcomes.

Musa and Ibrahim (2020) conducted a study on the impact of participative decision-making climate on employee commitment in government institutions in Abuja, Nigeria. Using a sample of 180 employees, the study applied descriptive and inferential statistics to assess the influence. Results indicated that participative decision-making significantly enhanced both affective and normative commitment of employees. The authors suggested that inclusive decision-making boosts employees' psychological attachment and loyalty.

Eze and Nwankwo (2021) assessed the link between teamwork climate and employee job satisfaction in tertiary institutions in South-East Nigeria. The researchers employed a correlational design and sampled 210 academic and non-academic staff. Findings revealed a strong positive correlation between effective teamwork and job satisfaction. The study recommended collaborative goal setting and shared responsibilities as ways to boost team climate and satisfaction.

Chukwu and Obi (2022) examined the role of internal communication and communication climate on organizational citizenship behaviour in Nigerian banks. They collected data from 230 bank employees through a structured questionnaire. The findings showed that internal communication and a positive communication climate significantly influenced employees' extra-role behaviours. It was recommended that bank managers enhance internal communication platforms to drive performance.

Ogunleye and Adeoye (2021) studied how organizational climate dimensions predict employee affective commitment in insurance firms in Lagos. With 150 employees as respondents, data were analysed using multiple regression. The findings showed that fairness, recognition, and support significantly contributed to employee affective commitment. Recommendations included the need for fair performance appraisals and managerial support systems.

Adams and Yusuf (2021) investigated the impact of management style and organizational climate on employee job satisfaction in the hospitality industry in Abuja. A sample of 120 respondents participated in the study. The results indicated that democratic management style and a positive organizational climate were predictors of job satisfaction. It was recommended that hospitality businesses adopt inclusive management styles to increase employee morale.

Olaniyan and Akinbode (2023) researched the influence of teamwork and participative leadership on employee productivity in selected SMEs in Ibadan. They utilized a cross-sectional design and surveyed 180 employees. Data analysis revealed that teamwork and participative leadership positively and significantly influenced employee productivity. The authors emphasized the need for employee involvement in strategic planning and decision-making.

Nwafor and Ijeoma (2022) assessed the effect of communication climate on employee engagement in public universities in Anambra State. The study used a stratified sampling technique to select 240 staff. Findings revealed that a supportive communication climate enhanced employee engagement levels. It was concluded that creating open and respectful communication channels is vital for building strong employee engagement.

## METHODOLOGY

### Research design

This study adopted a descriptive survey research design. This design was suitable because it allowed the researcher to collect data from a sizable number of respondents at a single point in time. The descriptive survey design helped in understanding the current opinions, attitudes, and behaviors of the selected staff of United Bank for Africa (UBA) regarding the variables of interest. It also provided the foundation for using statistical tools to analyze and interpret the collected data, thereby drawing conclusions relevant to the research objectives.

## Area of the study

The study was conducted in Anambra State, located in the southeastern region of Nigeria. Anambra is bounded by Delta State to the west, Imo and Rivers States to the south, Enugu State to the east, and Kogi State to the north. Its capital is Awka. The state is predominantly inhabited by the Igbo ethnic group, known for their entrepreneurial spirit, hospitality, and cultural richness. Anambra is recognized as one of the most commercially vibrant states in Nigeria, with significant markets such as Onitsha Main Market and Nnewi Spare Parts Market. The people engage mostly in trading, small and medium enterprises, agriculture, and manufacturing. The commercial and banking sector in the state is thriving, with several bank branches spread across the senatorial districts.

## Sources of data

Data for this study were collected from both primary and secondary sources. The primary data were obtained through the administration of structured questionnaires to employees of selected UBA branches across Anambra State. Secondary data were sourced from textbooks, journal articles, research publications, internet sources, and official reports relevant to communication climate, employee job satisfaction, and other related concepts. These sources helped to provide theoretical and empirical background for the study.

## Population of the study

The population of the study consisted of 250 employees drawn from six UBA branches in Anambra State. These branches were selected based on their location in highly commercial areas, their over 20 years of continuous operation in the state, and having at least 30 staff members. The choice of UBA is influenced by its established reputation and consistent presence in the financial landscape of Anambra State. The table below shows the distribution of selected branches across the three senatorial zones in Anambra State.

S/N	Branch Location	Senatorial Zone	Staff Strength
1	UBA Awka	Anambra Central	42
2	UBA Ekwulobia	Anambra Central	38
3	UBA Onitsha Main	Anambra North	50
4	UBA Otuocha	Anambra North	33
5	UBA Nnewi	Anambra South	47
6	UBA Ihiala	Anambra South	40
	<b>Total</b>		<b>250</b>

(Source: United Bank for Africa PLC, 2025)

## Sample size

The entire population of 250 staff was used as the sample size. This approach is known as complete enumeration or census sampling, where the entire population is studied rather than a subset. This was done to ensure comprehensive coverage and eliminate sampling bias.

## Sampling technique

Stratified random sampling technique was employed in the selection of respondents. The total staff was grouped according to their branches (strata), and respondents were randomly selected from each group proportionately to ensure fair representation from all the branches and across senatorial zones.

## Validity

The instrument used in the study was subjected to face and content validity. Experts in human resource management and research methodology reviewed the questionnaire to ensure that the items effectively measured the intended variables. Their feedback was incorporated to refine the structure and content of the questionnaire.

## Reliability

In order to test the reliability of the instrument, a pilot test was conducted using 20 respondents from a similar banking environment outside the selected branches. The Cronbach Alpha technique was applied to assess the internal consistency of the questionnaire. A reliability coefficient of 0.83 was obtained, which indicates a high level of reliability and consistency.

## Method of data collection

Data were collected using a well-structured questionnaire that was personally administered by the researcher and trained research assistants. Respondents were given ample time to complete the questionnaire, and clarifications were provided where necessary. The use of a questionnaire ensured that responses were standardized and easy to analyze quantitatively.

## Data Presentation and Analysis

This section presents the results of the statistical analysis carried out to test the hypotheses of the study. The responses collected from the 250 staff of United Bank for Africa (UBA) branches in Anambra State were analyzed using Pearson Product Moment Correlation Coefficient at a 0.05 level of significance.

### Hypothesis One

**H0<sub>1</sub>:** There is no significant relationship between teamwork climate and employee affective commitment of United Bank for Africa (UBA), Anambra State, Nigeria.

Table 1: Pearson Correlation Analysis between Teamwork Climate and Employee Affective Commitment

Variables	N	r-value	p-value	Decision
Teamwork Climate & Affective Commitment	250	0.712	0.000	Reject Null Hypothesis

The correlation result shows a positive relationship ( $r = 0.712$ ) between teamwork climate and employee affective commitment, which is statistically significant at  $p < 0.05$  ( $p = 0.000$ ). This implies that as teamwork climate improves, employee affective commitment also increases.

### Hypothesis Two

**H0<sub>2</sub>:** There is no significant relationship between participative decision-making climate and employee normative commitment of United Bank for Africa (UBA), Anambra State, Nigeria.

Table 2: Pearson Correlation Analysis between Participative Decision-Making Climate and Employee Normative Commitment

Variables	N	r-value	p-value	Decision
Participative Decision-Making & Normative Commitment	250	0.654	0.000	Reject Null Hypothesis

The result indicates a significant positive correlation ( $r = 0.654$ ) between participative decision-making climate and employee normative commitment, with a p-value of 0.000, which is less than the 0.05 level of significance.

### Hypothesis Three

**H0<sub>3</sub>:** There is no significant relationship between communication climate and employee job satisfaction of United Bank for Africa (UBA), Anambra State, Nigeria.

Table 3: Pearson Correlation Analysis between Communication Climate and Employee Job Satisfaction

Variables	N	r-value	p-value	Decision
Communication Climate & Job Satisfaction	250	0.687	0.000	Reject Null Hypothesis

Source: SPSS version 23, (2025)

The correlation coefficient of 0.687 indicates a strong positive relationship between communication climate and employee job satisfaction. The p-value (0.000) is less than 0.05, indicating that the relationship is statistically significant.

## DISCUSSION OF FINDINGS

### Discussion of Findings for Hypothesis One:

The result demonstrates a strong and positive relationship between teamwork climate and employee affective commitment. This finding suggests that when employees perceive a supportive and collaborative team environment, they are more emotionally attached and committed to the organization. This aligns with the findings of Okonkwo and Chijioke (2022) who reported that team-oriented work cultures significantly boost employee morale and dedication. Therefore, fostering teamwork in the workplace positively impacts employee affective commitment in UBA branches across Anambra State.

### Discussion of Findings for Hypothesis Two:

This result confirms that involving employees in decision-making processes increases their sense of obligation and loyalty to the organization. Employees who participate in key decisions are likely to feel responsible and dedicated to organizational goals. This supports the work of Adebayo and Yusuf (2021) who found that inclusive management styles enhance employee normative commitment. Hence, UBA can strengthen employee loyalty by promoting participative leadership practices.

### Discussion of Findings for Hypothesis Three:

The analysis reveals that effective communication significantly enhances employee job satisfaction. A positive communication climate where information is shared openly and respectfully leads to increased satisfaction among staff. This is consistent with the findings of Chinedu and Alabi (2023) who asserted that transparent and inclusive communication fosters employee engagement and job satisfaction. Therefore, maintaining an open communication channel in UBA is critical for enhancing job satisfaction across branches in Anambra State.

### Summary of Findings

The study examined the relationship between organizational climate dimensions (teamwork climate, participative decision-making climate, and communication climate) and employee outcomes (affective commitment, normative commitment, and job satisfaction) in United Bank for Africa (UBA), Anambra State, Nigeria. The hypotheses were tested using Pearson correlation analysis, and the results are summarized as follows:

- The result showed a significant positive relationship between teamwork climate and employee affective commitment ( $r = 0.712$ ,  $p = 0.000$ ). This implies that an improved teamwork climate enhances the emotional attachment and identification of employees with the organization.
- The result indicated a significant positive relationship between participative decision-making climate and employee normative commitment ( $r = 0.654$ ,  $p = 0.000$ ). This suggests that involving employees in decision-making processes fosters a sense of moral obligation and loyalty to the organization.
- The result revealed a significant positive relationship between communication climate and employee job satisfaction ( $r = 0.687$ ,  $p = 0.000$ ). This demonstrates that clear, open, and effective communication within the organization enhances overall job satisfaction among staff.



## CONCLUSION

Based on the findings of the study, it is concluded that organizational climate has a significant influence on employee productivity in United Bank for Africa (UBA), Anambra State. A positive teamwork climate was found to strengthen employee affective commitment. A participative decision-making environment was shown to increase employee normative commitment, while a healthy communication climate was found to contribute to higher levels of job satisfaction. These results highlight the importance of fostering an inclusive, collaborative, and communicative work environment as a means of enhancing employee well-being and promoting overall organizational effectiveness.

## RECOMMENDATIONS

In line with the findings and the study's specific objectives, the following recommendations are made:

UBA management should sustain and improve team-building activities and collaborative work structures to foster stronger emotional bonds between employees and the organization.

Managers should create platforms and opportunities for employees to contribute ideas and be involved in organizational decisions, thereby strengthening their sense of commitment and ownership.

UBA should invest in internal communication tools and training that promote open, transparent, and two-way communication between management and employees, thus increasing satisfaction and reducing misunderstandings.

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