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Organizational Climate in Commercial Banks of Nepal

Surya Prasad Poudel

Associate Professor, Padmakanya Multiple Campus, TU
Suryapoudel2054@gmail.com

Basu Prasad Mainali

Lecturer, Padmakanya Multiple Campus, TU
mainalibasuprasad@gmail.com

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ABSTRACT

Organizational climate is defined as the perception of employees toward existing working environment, policies and strategies of the organization. According to environment person fit theory social environment influences attitude and behavior of the employees, so the management of the organization should manage attitude and behavior of employees by bringing change in their existing policies and strategies related with organizational climate. The objective of this study was to identify organizational climate level in employees at Nepal Bank Ltd. For that purpose 157 structured questionnaires were distributed to the employees of central office and banking office of the bank. Only 114 employees had given their opinion and then analyzed by the helps of mean, standard deviation, correlation, ANOVA and regression. The analysis has shown that employees are at agree level in eight items of organizational climate except in financial benefits. The age and tenure have positive relationships with organizational climate at nominal level with negligible impact. The age has not any impact on organizational climate according to R2 analysis. The management of the bank should make their efforts to maintain at least present level perception and should try to improve the existing level. The management should improve in organizational climate perception of employees by regular study of changes in attitude and behavior of employees at work. The grievance on financial benefits should be managed by sharing with the employees.

1. INTRODUCTION

As today's businesses continue to struggle to survive or acquire sustainable competitive advantage, it is important for organizations to better understand the factors that influence

employees and important employee-oriented work outcomes. (Kanten & Ulker, 2013). Every modern organization has to pay their effort to optimum utilization of available resources for competitive advantages from competitive market. Out of them human resource is a major factor of production for enhancing the productivity and organizational performance. The growing significance placed on understanding employees and their behavior within the organization has produced a great deal of interest in investigating employee perceptions of climate within the organization (Riggle, 2007). Organizational climate is the perception of employees about the organizational policies, strategies and physical, securities and safety policies of the organization. Climate or the organizational climate is considered very important in the life of organizations due to its clear effects and relations to the various regulatory activities. (Kanten and Ulker, 2013). The perception of employees regarding the organization climate directly posit on productivity of the organization. If the workplace climate is negatively affected, it has a direct impact on employee productivity, motivation, and satisfaction (Kundu, 2007). The organization should improve and manage organizational climate because it is the internal factor of organization. The members' perceptions and impressions of the organization and its internal environment, which they interact with on a regular basis (Zacher & Jie (2016). The person organization fit theory of organizational climate of the behavior of employees is influenced by social environment, society is changeable and laid impact on employees' behavior. So the study of organizational climate is iterative and regular process for every organization.

Organizational climate is more dynamic than culture since individual perceptions can change when events and circumstances in the organization occur (Obeng et al, 2021). It is an employees' perception regarding working environment of the organization. Moreover it is an interaction of employees with the organization's current environment (Burke et al.,1992). Litwin and Stringer (1968) defined it as the shared beliefs and values of organizational members constitute the perceived work environment. The organizational climate is means of organizational performance of every types of business organization. Having positive climate is very important for large organizations for operating internationally and developed or planning to develop joint-venture and alliances without any boundary conditions in order to achieve high employee performance (Madhuka & Sharma, 2017). On this prospective the researchers have derived dimension of organizational climate as people -oriented, rule-oriented, goal-oriented and innovation-oriented. There are many different factors such as autonomy, cohesion, trust, pressure, support, fairness, recognition etc., and play an important role in forming the climate in the organization Afshin, Hooshang, Zare-Behtash, Sarani,. & Lu, X. (2020).

The banking sectors whose sole aim of being in business is profitability, which can only be achieved this by satisfying their customers (Tega, 2023). The profitability desire of the bank should be handled by qualified and talent employees with quality services to customers then satisfied with the bank. The creation and provision of service to the customer is achieved through the employees (Henry, 2017). Brown & Leigh (1996) pointed organizational climate is becoming more important than ever before because organizations need to ensure that those

individuals who add value to the bottom line should stay in the organization and continue pouring their efforts into their work to benefit the organization. From all these prospective the modern bank has to understand the employees' perception regarding to current working environment, existing policies and strategies, physical condition etc. for their performance.

The theory of organizational climate assumes that human behavior and attitude are associated with society and environment. According to the theory of environment person fit; employees' attitude and behavior are changed by changes in society and environment. Employees are the part of society, their expectation, values, norms, etc. change according to changes in society. So the organization should modify their event and circumstances according to change in social environment. The banks are facing different types of problems like advancement in technology, open competition, Bank and Financial Institution Act's provision like provision of minimum capital, policy of merger, standards of Central Bank etc. But the performance of the bank is measured by their profit earning capacity rather than other factors. The profit is the outcomes of employees' efficiency, ability, commitment, work satisfaction, involvement at work etc. toward the bank of employee. The modern bank should create favorable working environment by regular evaluation of the perception of employees on working climate of the bank. What is the level of organizational climate in employees of Nepal Bank Ltd?

In the bank different demographic status employees are working together at a time. The different demographical theories have accepted that employees' expectation, behavior, attitudes are influenced by age, tenure, academic qualification, status etc. So the study of relation and impact of such variables on organizational climate facilitated to management and policy maker in formulation and amendment of existing organizational policies and strategies of the bank. Are perception of employees on organizational climate in Nepal Bank Ltd influenced by age and tenure?

Do age and tenure have impact on organizational climate perception in the employees of Nepal bank Ltd?

The study of organizational climate in the bank provides valuable information to policy maker and management to change in attitude and behavior of employees at work. The study of organizational climate of bank helps to improve in attitude and behavior of employees and satisfy them at work, create organizational commitment, show organizational citizenship behavior etc. They realize organizational prosperity and advancement of their own, because they are the part of bank. However the research on organizational climate on the topic has not been conducted sufficiently in Nepal. So this research seeks to explore the perception of bank employees' on organizational climate of the bank and relation and impact of age and tenure on it.

The main objective of this study was to identify the organizational climate level in employees of Nepal Bank Ltd. The specific objectives of this study are;

1. to identify the organizational climate level in employees of Nepal Bank Ltd.
2. to show the perception on organizational climate differences according to age and tenure in employees of Nepal Bank Ltd.
3. to analyze the impact of age and tenure on organizational climate perception of employees in Nepal Bank Ltd.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational climate is employees' perception on own working organization and their individual involvement on the working environment which influencing the individual behavior and work related attitude of the employee. Climate as a unique set of dominant attributes that describes an organization, distinguishes it from others, and influences the behavior of the organization's members (Forehand & Gilmer (1964). Those specific organizational characteristics which motivate to employee at work. The positive perception of employees on such characteristics uplift productivity and performance of the organization. Holloway (2012) defined it as the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior. The tangible and intangible environment of an organization influence to employees' attitude and behavior at work. Another similar definition has been given by Moghimi and Subramaniam (2013) an organizational climate refers to the values, beliefs that are not visible but exist within the employee's behavior and action. The favorable organizational climate of an organization has influenced on behavior and attitude of employee at work positively. From all these views, organizational climate is multi-dimensional construct and measure which influence attitude and behavior of employees.

The employees perceive working environment of the organization according to changes in society. The working environment has direct impact on attitude and behavior of employee at work. According to Lewinian field theory of organizational climate; changes in social climate posit positive/negative response on organizational climate by the employee. Gestalt psychology and functionalism theory has linked the behavior and environment; human behavior adopt from working environment and maintain order of behavior on the basis of functions they performed at environment. Kurt Lewin person environment fit theory; the behavior of employee changes according to person and environment characteristics match. All these theories have connected environment, functions characteristic and person fit is the outcomes of employees' behavior at work. So the social climate is directly connected with behavior and attitude of employee at work. The organizational climate will be fitted accordingly by every organization.

Organizational climate is guided by social environment, it has different dimensions. The researchers of social science has derived different dimensions of organizational climate. Likert (1967) has studied organizational climate on the helps of leadership, motivation, communication, decisions, goal and control. Litwin and Stringer (1968) have proposed

structure, responsibility, reward, risk, warmth, support, standard, conflict and identity. Other researcher Pareek (1989) has identified twelve dimensions. They are orientation, interpersonal relationships, supervision, problem management, management of mistakes, conflict management, communication, decision making, trust, management of rewards, risk taking & innovation and change. Organizational climate is multidimensional construct.

Agyemang (2013) has organized a research work at bank employee and shown correlation of organizational climate with tenure 0,049 and age 0.113 at 1 percent level of significance. The result is supported by the study by Zacher (2016) shown positive correlation of age with organizational climate 0.13 at 1 percent level of significant level. The study of Arabaci (2011) in University employees has shown significant differences in organizational climate according to age but not found according to tenure.

Ammen and Hussein (2023) accomplished a research work in Iran on the helps of 84 Nurses opinion on the helps of organizational climate dimensions structure, motivation, communication, identity, salary and recognition, training and learning, friendship, and support. They have analyzed the perception on organizational climate dimension by the helps of mean, standard deviation and regression. They have shown mean value 120.44 with 12.981 standard deviation in overall variables with significant relationship between Nurses' age group, years of employment, and interest in their work with organizational climate.

A research work accomplished by Caraveo, Caballero, and Perez (2015) in employees employed at small business South Mexico. They have developed and distributed structural questionnaires to sample 64 employees. The dimensions of study was structured, identity, communication, affiliations, motivations, recognitions, supports and reward. The opinion of employees were analyzed on the helps of mean, correlation etc. The study has shown that, there is no significant differences in perception of employees on dimensions of organizational climate according to gender, tenure, education level etc. In case of higher age group, employees perceived that they are less rewarded.

Mammen and Patric (2015) analyzed 158 employees opinion on the helps of ANOVA analysis. The analysis has shown significant difference in perception of work environment ethical dimensions, autonomy, stress and work pressure, work practices, managerial support and role clarity according to tenure.

Manggala and Arum, (2018) organized a research work in Indonesian employee in Air Force with the objective to explore the influence of organizational climate on readiness for change as moderated by age and tenure. 144 Air Force employees perception were analyzed on the helps of regression. The analysis has shown there is positive relationships between organizational climate and readiness to change. However age and tenure played significant moderate role between organizational climate and readiness to change.

Gondlekar and Kamat (2016) accomplished a research with the help of 180 respondent opinion. The statistical tools correlation and ANOVA was applied for analysis purposes. The organizational climate dimensions has been taken, performance standard, communication flow, reward system, responsibility, conflict resolution, organizational structure, motivation level, decision making process, support system, warmth and identity problems. The ANOVA analysis has not shown significant differences in overall and dimension wise organizational climate according to age and tenure at 5 percent significant level. However the correlation analysis has shown negative correlation with reward and other dimension according to age groups.

Arabasi (2011) organized a research work in employees of University and collected data from 265 respondents by the helps of structural questionnaires. Only 265 participants perception were analyzed on the help of ANOVA and t test. The organizational climate dimensions was organizational structure, reward, decision making, conflicts and commitment. The other demographical variables were taken, age, gender, seniority, etc. The ANOVA analysis has shown there is no significant differences in perception of employees' on dimensions of organizational climate according to age. But LCD test has not agreed with these results and shown differences according to age on reward.

These research hypothesis has been developed on the helps of theoretical and empirical studies previously.

H1 There is no significant differences in perception on organizational climate of employees in Nepal bank on the basis of age,

H2 There is no significant impact of tenure in perception of organizational climate of employees in Nepal Bank Ltd.

3. RESEARCH METHODS

The objective of this study was to identify organizational climate level of employees in Nepal Bank Ltd. So descriptive and casual correlational research design is followed. Nepal Bank Ltd was selected under purposive sampling method because it is the pioneer bank and the majority shares are held by Nepal Government. It has been a benchmark of government bank (Adhikari, 2022) which also impressed to select the bank. The public has alleged that employees in government investment institutions are not serious on their work. The sample size was determined by the helps of sampling formula $\frac{Z^2 pq}{(SE)^2} = 114$ at 5 percent significant level. However 157 employees were selected under systemic random sampling method out of 326 managerial and table workers. The structural questionnaires were designed under the guideline of Litwin and Stringer (1968) for organizational climate at five points Likert Scale and distributed in December 2023. The opinion of 114 employees were analyzed on the helps mean, standard deviation, correlation, ANVA and regression by the helps of SPSS crack version 2018. The reliability of the questionnaires were tested on the helps of Cronbach Alpha 0.876 and KMO 0.847 with Bartlett's test of Chi Square with 0.000 significant level. On these basis, this study was forwarded.

Conceptual Frame Work

This research was organized with the help of theoretical and empirical studies of previous researchers. In this study organizational climate of bank is measured by the helps of responsibility, reward, warmth, leaderships, standard, identity, physical environment, career development, and organizational justices. The demographical variables age and tenure are taken as moderator variables in this research.

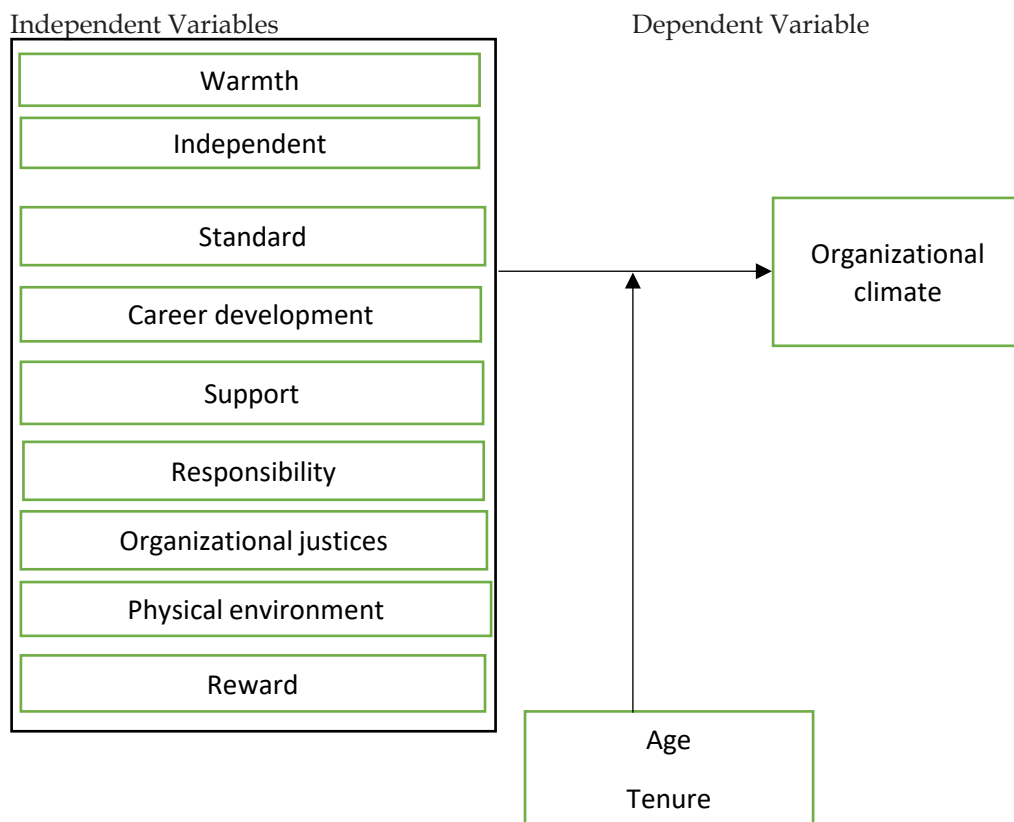


Figure: 1 Conceptual frame work

4. RESULTS AND DISCUSSION

The items of organizational climate and perception on items of employees in Nepal Bank Ltd.

Table: 1

Descriptive Statistics of Variables

Items	Min	Max	M	S D
My co-workers in the bank are supportive, friendly,	1.00	5.00	4.0877	.85767
I have freedom at work in my bank	1.00	5.00	3.8158	.77077

The given target of work by bank are more challenging to me.	2.00	5.00	3.8246	.73166
The bank provides me career development opportunity	1.00	5.00	3.7368	1.03096
It is most motivational factor to me that my works are supported by the bank management	1.00	5.00	3.6491	1.12086
The bank provides me responsibility on my work	1.00	5.00	3.6842	1.05021
I am working under fair and supportive supervisor	1.00	5.00	3.7456	1.01154
I feel clean and comfortable working environment in the bank	1.00	5.00	3.6754	.99996
I feel salary and financial, benefits provided by bank are appropriate to me	1.00	5.00	3.3684	1.08296

Source: Questionnaire Survey, 2024

The Table 1 has shown descriptive statistics of organizational climate variables. The respondents of each variable are having minimum and maximum value. It refers that, employees have different satisfaction level on organizational climate. The mean value analysis has been found above neither satisfied nor satisfied to satisfy on organizational climate items. The standard deviation of each item have been found in significant level. The organizational climate perception analysis on the basis of Age and Tenure.

Table: 2

ANOVA of Organizational Climate, Age and Tenure

		Sum of Squares	df	Mean Square	F	Sig.
OC and Age	Between Groups	5.019	4	1.255	2.902	.025
	Within Groups	47.125	109	.432		
	Total	52.143	113			
OC and Tenur	Between Groups	.348	3	.116	.246	.864
	Within Groups	51.796	110	.471		
	Total	52.143	113			

The Table 2 has shown there is a significant difference in perception of organizational climate according to age of employees in Nepal Bank. The $p < 0.025$ has been found less than significance level at 5 percent. The p value of organizational climate and tenure has been found higher than significant level 0.05 refers that, there is no significant differences in perception on organizational climate according to tenure in employees of Nepal Bank Ltd. The analysis of relationships of age and tenure with organizational climate.

Table: 3

Pearson's Correlation Analysis

		Age	Tenure	Climate
Age	Pearson Correlation	1		

Tenure	Pearson Correlation	.651**	1
	Sig. (2-tailed)	.000	
Climate	Pearson Correlation	.018	.039
	Sig. (2-tailed)	.845	.681

** . Correlation is significant at the 0.01 level (2-tailed).

The Table 3 has shown Pearson's' correlation of organizational climate with age 0.018 and tenure 0.039. The analysis has shown that, there a positive relationship of age and tenure with organizational climate at weak level. In other words there is a weak relationships of organizational climate with age and tenure in employees of Nepal Bank Ltd.

Impact analysis of age and tenure on organizational climate

Table:4

Model of Age and Organizational Climate

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.018 ^a	.000	-.009	.68221

a. Predictors: (Constant), Age

b. Dependent : Organizational climate

The Table 4 has shown weak relationships between age and organizational climate. The R² 0.000 refers, the increase or decrease in age of employees has no impact on organizational climate. The analysis has shown, that the perception on climate could not change by age of the employees in Nepal Bank.

Table:5

Model of Tenure and Organizational Climate

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.039 ^a	.002	-.007	.68181

a. Predictors: (Constant), Tenure

b. Dependent Variable: Organizational climate

b. Dependent : Organizational climate

The Table 5 has shown weak but positive relationships between age and organizational commitment. The R² has shown nominal changes in organizational climate perception in employees of Nepal Bank Ltd. It refers that, the perception on organizational climate changes by tenure of the employee in Nepal Bank Ltd.

Organizational climate is employees' perception and interaction about current policies, strategies, working and physical environment of the working organization. The employees'

perception on organizational climate is not static but guided by changes on social environment. The theory of environment person fit focuses to policy maker of an organization to understand social, technological changes at present situation and fit your policies and strategies to changes in attitude and behavior of employees at work. Bank is service-oriented organization and the performance of it excessively depend on employees' capacity, talent, work engagement, motivation at work to satisfy the customers. They need to have communication skills, warmth, politeness, co-operation and co-ordination skill with others, etc. for better work. The bank has to understand about the employees' satisfaction level on working environment, pay and financial benefits, promotion policies, adoption of technology, carrier development opportunity etc. The leader/ supervisor has to share their opinion with employees, and helps them at their problems, provides feedback of work and motivate employees participating in decision making and functional goal setting of the work. The organizational climate of an organization is sum of organizational activities, policies and strategies, role of leader, working environment, interrelation with co-worker and supervisor etc. The researchers of social science have developed different organizational climate dimensions which are broadly categorized into people oriented, rule oriented, goal oriented and innovation oriented.

The mean value analysis of this research has shown employees perception on organizational climate variables ranging from 4.0877 to 3.3648 with significant standard deviation. The highest mean value 4.0877 of supportive co-worker and the lowest mean value of financial benefits 3.3648. The mean value of independent work, challenging target, growth opportunity, work responsibility, supportive leaderships, organizational justices, working environment have mean value more than 3.6491. The response of employees on these items have been found around agreed level (4). But the mean value of financial benefits has found near to neutral (3) with 3.3648. The perception of employees on each items varied between strongly disagree to strongly agree. The analysis has shown that, the majority employees of bank have positively perceived organizational climate of the bank. The remarkable standard deviation and strongly disagree to strongly agree in studied variables refers, some employees do not agree with on organizational climate of the bank. The finding of this study has supported to the study finding of Ammen & Hussein (2023). The bank management has to identify causes of disagreement on such items of the employee. The management of the bank tried to resolve such problems by amendment in exiting policies, strategies, working environment etc. Organizational climate has role changes in attitude and behavior of employee to enhance the employee satisfaction, organizational commitment, job involvement level of employees of the bank. The satisfied, committed and involved employees should run extra mile to achieve organizational objectives, because they perceive organizational growth and prosperity connected with their prosperity and wellbeing. They have played significant role to satisfy customers through their services for bank performance.

The ANOVA analysis has shown the perception on organizational climate of employees have been found significantly different according to age. But the perception on organizational commitment has not found significant differences on the basis of tenure. The correlation analysis has shown negligible positive relation with correlation coefficient 0.018 and 0.039

of age and tenure respectively with organizational climate. The R2 analysis has not shown significant impact of age and tenure on organizational climate. The result has shown the demographical variables age and tenure do not influence in perception of employees on organizational climate. This finding has supported to the study of Agyemang (2013), Zacher (2016) and Arabaci (2011) but not support to the finding of Manggala and Arum, (2018) The ANOVA analysis has shown significant differences in perception on organizational climate in financial benefits. The result of the study has found little bit similar with the study of Gondlekar and Kamat (2016) and Caraveo, Caballero, and Perez (2015).

The environment person fit, work characterizes or field theories of organizational climate assumed that person behavior and attitude influenced by social environment and work characteristics and work person fit etc. The job in bank has been taken as prestigious job in Nepalese society. The characteristics of job is challenging because it required talent and capable employees at work. On the other side, lack of alternative job opportunities and scarcity of job exist at job market. This study concluded that, the perception of employees in Nepal bank on organizational climate is at agreed level. The age and tenures relation with organizational climate is at nominal without remarkable impact. The study has shown some employees do not agree on present organizational climate of the bank.

5. CONCLUSION AND IMPLICATIONS

The perception of employees on organizational climate in the organization is influenced by social environment. The behavior and attitude of employees should be managed by organization according to changes in society environment. The positive perception of employees on organizational climate boost up employees' job satisfaction, motivation at work, committed toward organization, involvement at work for organizational performance. They are ready to run extra works, feels organizational problems their own and link own prosperity and development with the organizational prosperity and development. The bank is service-oriented organization. The performance of a bank is measured by profit earning capacity but there are problems of competition, advancement of technology, amendment of government Act and Central bank policies. The talented and capable employee should overcome such problems by satisfying customers at work. The study has shown agreed level perception on studied variables except financial benefits. The age and tenure have not significant relation and impact on organizational climate. The environment person fit, work characteristics theories and field theories guided attitude and behavior is outcomes of social climate. So the management of the bank should uplift their organizational climate perception by regular study of employees' attitude and behavior influenced by social environment and amendment in existing organizational climate relating policies and strategies. Some employees have shown disagreement on organizational climate, the bank should be managed by discussing with the employee in the bank and by solving grievances on financial benefits.

This study is organized on the helps on employees' perceptions of employees in central office and banking office in a building of the bank only. The finding of this research should not be generalized to all the banks in Nepal. There is a need of intensive survey on the topic

including employees of different banks with the advanced statistical tools. However this study has provided valuable information about perception of employees' on organizational climate and relation and impact of age and tenure on organizational climate. This study is beneficial to the management and policy maker of the bank. It will be beneficial to other researchers and bank for further study in the future.

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