

Work Group Affinity and Employee Productivity: Implications of Organizational Climate. A Study of Public Universities in South-South Nigeria

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Abstract

The study investigated the relationship between work group affinity and employee productivity, as well as the moderating role of organizational climate on the relationship between the variables within public universities in South-South Nigeria. The objectives of the study was to access the extent to which organizational climate impacts on the relationship between work group affinity and employee productivity in public universities in South-South Nigeria. The design adopted the cross-sectional survey and data collection was carried out using the structured questionnaire from a total of 380 teaching staff from 22 public universities. Its reliability was ascertained through Cronbach's Alpha reliability coefficient with a threshold of 0.70. The Zero partial order correlation method was used to test the moderating role of organizational climate on work group affinity and employee productivity. Findings revealed that organizational climate of support climate and autonomy support significantly moderates the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria. In line with the findings, the study concludes that that Organizational climate strongly enhances the relationship between work affinity group and employee productivity

INTRODUCTION

Public universities have in recent times faced numerous challenges in line with increasing competitiveness of the industry, and the turbulence from the environment. Ohuocha (2020) noted that while the industry has thrived and continue to thrive as one of the fundamental facets of the nation's economy, concerns continue to trail the increasing levels of productivity and turnover accounted for in the sector. This follows Ohuocha (2020) observation that the educational sector, particularly the public universities face significant challenges regarding productivity and this encompasses various interconnected issues that hinders the smooth functioning and advancement of public universities. Bain (2004) opined that administratively,

universities often grapple with outdated processes and systems that lead to inefficiencies in task completion, these inefficiencies not only consume valuable time and resources but also contribute to student dissatisfaction in public institutions.

Educationally, there is a need to address traditional teaching methodologies that may not effectively engage today's diverse student population or adequately prepare them for the demands of modern workforce (Bowen, 2015). The reluctance or slow adaptation of innovative teaching techniques and technologies further exacerbates their productivity, limiting the potential for interactive and personalized learning experiences (Bowen, 2015). Poor institutional performance, owing to inadequate infrastructural facilities, lack of competent manpower and inadequate funding serves as a major problem facing the management of the Nigerian public universities.

Okoli, Ogbondah and Ewor (2016) noted that office spaces for academic staff and lecture rooms or halls are inadequate in our universities. Likoko, Mutsotso and Nasongo (2013) argued that the lack of adequate physical facilities for teaching and learning have negative effect on the quality of graduates produced. They are of the opinion that these facilities are educational inputs that have strong relationship with high academic performance of students. Inadequate infrastructural facilities are preventing effective public universities management in Nigeria (Ojo, 2018). Okoli, Ogbondah and Ewor, (2016), submitted that an inadequate infrastructural facility impacts negatively on the functionality of universities and higher education in Nigeria. Babalola (2001) emphasized the need for public universities to provide support, advice and confidential environment towards the engagement of the workforce. Work affinity group, which according to Zeb- Obipi (2024) and Douglas (2008) gives employees a strong sense of belonging and also offer an opportunity for people to connect with other like-minded employees. However, research addressing the role of organizational climate on the relationship between work affinity group and its impact on organizational performance within public universities in South-South, Nigeria is scarce; hence this research emphasized on investigating the moderating role of organizational climate on the relationship between work group affinity and employee productivity in public universities in South-South Nigeria.

Objectives of the Study

- i. To examine the relationship between work group affinity and employee productivity in public universities in South-South Nigeria.
- ii. To ascertain the moderating role of organizational climate on the relationship between work group affinity and employee productivity **in public universities in South-South Nigeria.**

Research Questions.

- i. What is the relationship between work group affinity and employee productivity in public universities in South-South Nigeria.
- ii. What is the moderating role of organizational climate on the relationship between work group affinity and employee productivity

Literature Review.

Social Identity Theory

The social identity theory was developed by Henri Tajfel (1979), a social psychologist. The theory posit that individuals categorize themselves and others into social groups based on shared characteristics, such as race ethnicity, nationality, religion and other defining features. People then derive their self-concept and self -esteem from membership in these social groups. Social Identity Theory provides a useful framework for understanding the dynamics of work affinity group and their impact on employee productivity by explaining the significant implications for understanding behaviors within organizations, particularly regarding work affinity group and employee productivity. According to Tajfel, Turner, Austin and Worchel (cited in Rubin, 2017), Social Identity Theory (SIT) begins with the premise that individuals define their own identities with regard to social groups and that such identifications work to protect and bolster self-identity. The creation of group identities involves both the categorization of one's "in-group" with regard to an "out-group" and the tendency to view one's own group with a positive bias vis-à-vis the out-group. The result is identification with a collective, depersonalized identity based on group membership and imbued with positive aspects (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987).

Work Affinity Group.

Work affinity group—sometimes known as business network groups, employee resource groups or diversity groups—are groups formed by employees who congregate together based on common interests, backgrounds, job status, or demographic factors such as gender, culture, race, ethnicity and military or disability status (Githens, 2009). Work affinity group is a voluntary employee led organization within a company that brings individuals together linked by a common purpose, ideology, or interest. Work affinity groups consists of individuals or employees sharing a common characteristic, trait, or interest coming together to discuss issues of shared identity (Segal, 2013) and provide emotional support or potential resources for employees (Douglas, 2008). Affinity groups include homogeneous groups, comprising of individuals sharing the same identity characteristic such as an African American affinity group, where all members must identify as African American. Heterogeneous groups include individuals with the same identity characteristic in addition to allies. Allies include supporters for equal rights, and gender or racial equality that do not share the unique characteristic of the group. Affinity groups remain voluntary, yet organizations differ on inclusivity. Some organizational affinity groups include all employees, even employees not sharing the primary characteristic (Fair Employment Practices Guidelines, 2006).

Employee Productivity.

Employee productivity has become an important facet of work culture in the organization. Every organization strives to have a productive workforce because this is critical for the growth and sustainability of the organization. Employee Productivity is a measure of economic performance that compares the amount of goods and services produced (output) by an employee with the amount of inputs used to produce those goods and services in a specific period of time. Employee productivity is broadly defined as the efficiency of a worker, and it is important for an organization (Ma & Ye, 2019).

According to Kihama and Wainaina (2019), employee productivity estimates the individual contribution of each employee in an organization. Employee productivity is the degree to which employees execute their duties and responsibilities to produce required volume or value of output (Okochi & Ateke, 2020). Employee's productivity is one factor used to evaluate human capital in an organization. Cardy and Leonard (2004, as cited in Bhatti & Qureshi, 2017) conceive employee productivity as outcomes, results and accomplishments emanating from an employee. Employee productivity also represents results of behaviors and actions of employees that result to attainment of organizational goals. Employee productivity is hinged on ability and motivation (Okochi & Ateke, 2020). Akinyele (2007) posits that employees' productivity is a consequence of motivation and ability to perform. This suggests that at least some amount of motivation is needed for employees to perform their tasks successfully. Hence, employee productivity is important because the amount of money a company spends on employee wages should be less than what the employee earns the company through their work. When employees feel productive and are given the opportunity to actually contribute to the overall organization, they gain a sense of purpose (Bawa, 2017).

Work affinity group and Employee productivity.

Relationships are crucial to the organization, hence, establishing and maintaining relationship is vital for organizations success. They demonstrate the extent to which its units, functions and levels are interwoven as well as the strength of the ties between groups or parties in the workplace. When such crystallize into groupings based on self-identifying and group-categorizing characteristics, it enriches the worker's feelings of placement, and further enhances their engagement and in turn bring about increased productivity (Nabyonga-Orem, Nabukalu, Andemichael, Khosi-Mthetwa, Saame, Myeni, Quinto & Dovlo, 2018; Mastracci & Arreola, 2016; Jiang, Lepak, Hu & Baer, 2012). Work affinity groups provide reinforcement to workers' feelings of relevance, value and future with the organization. This is because affinity groups facilitate positive self-evaluations based on comparisons with significant others who share their groups; providing assurance of acceptance, and purpose in the workplace. This way they contribute to workers' positive disposition toward the organization and enhance productivity (Podsiadlowski, 2013).

Moderating Role of Organizational Climate on the relationship between Work Affinity Group and Employee Productivity.

According to Madhukar and Sharma (2017), organizational climate was formally launched in the 1940s. It is a metaphor for thinking about and describing social system. It is used interchangeably by some scholars with organizational culture. However, there are slight differences between the two concepts. Organizational culture is connected with the nature of beliefs, expectations and organizational life while, organizational climate is an indicator of whether these beliefs and expectations are being filled accordingly (Madhukar & Sharma, 2017). Organizational climate is also referred to as the situational or environmental determinants which affect the human behavior. Organizational climate dimensions vary from scholar to scholar. A scholar came up with six dimensions such as individual autonomy; authority structure; leadership style; pattern of communication; degree of conflicts; and cooperation (Madhukar & Sharma, 2017; Davidson, 2003).

Organizational climate is the form of the existing conditions and nature of organizational life observed by the employees (Håkonsson, Obel & Burton, 2008). Forehand and Gilmer (2014) viewed 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. Researchers described climate as a main characteristic of the internal organizational environment which is an upshot of policies and activities conducted by its employees and exerts pressure to direct labor's attitudes and behavior (Pritchard & Karasick, 2013; Steers, 2017).

According to Steers (2017), organization is considered as a group of financial, capital, physical and human resources working together in order to achieve mutual goals and objectives. This set of resources works towards same mission and vision, shares common values and norms, and follows similar strategies, systems and procedures. Many factors within organization may have an important impact on employees and staff. These internal and external features determine the organizational climate.

Therefore, the climate of an organization is referred to as those aspects of the environment that are consciously perceived by organizational members (Blancero, Delcampo, Gao & Lewis, 2009). Organizational climate is a multi-dimensional concept which affects organizational engagement i.e. ensuring they perform at their fullest potentials and encourage employee motivation. A positive organizational climate is said to be the catalyst that will encourage this discretionary effort and commitment of employees of an organization. Organizational climate may be utilized as a management technique to endow managers with discerning insights into how their own employees view their organization. It is theorized as a psychological tool for concentrating on the individual and striving to comprehend the cognitive progressions and engagement (Davidson, 2003).

Moderating Role of Supportive Climate on the relationship between Work Affinity Group and Employee Productivity.

The workplace is a social system, and employees thrive at work when they socially support one another. Workplace supportive climate occurs when one employee (or a group of employees) offers physical, informational or emotional support to another employee (or a group of employees). Workplace supportive climate can be perceived or received, with the latter referring to what the beneficial feels was offered and the latter what was offered as support (Kaniasty & Norris, 2009). The way a given so supportive climate is perceived differently is a function of the receiver's characteristics, that of the giver and the nature of the relationship between the giver and receiver (Bennett & Beehr, 2013). There have been several definitions of supportive climate in the workplace and its impact on employees.

Cobb (2016) defines supportive climate as the information that an individual receives regarding how others care about this person and how this individual is part of a specific team and has the same commitments as the team. Hobfoll, Duck, Hay, Hobfoll, Ickes and Montgomery (2018) define supportive climate as a relationship or social interaction that includes providing assistance and care to parties and forming a caring relationship between individuals or groups. Providing information is also part of supportive climate and refers to counseling and guidance within the workplace to address increased demands and stress at work (Seiger & Wiese, 2009). Supportive climate increases employees' expectations of the workplace and helps meet their needs for respect, emotional support and self-confidence, leading to higher job satisfaction.

Previous research has shown that the higher the supportive climate employees receive or perceive, the better they participate in their work and the more work commitment they show, leading to greater job satisfaction (Lan, Huang, He, Wang & Zeng, 2018). In order for organization to survive in this turbulent business environment, organizations needs to be competitive through having the best human resources and employees who are willing to adapt organizational change (Deetz 2008; Oreg & Sverdluk 2011; Singh & Singh 2010) to achieve this, organizations need to support their employees (Allen, Shore & Griffeth, 2003).

Yuh and Choi (2017) examine the relationship between supportive climate, job satisfaction and quality of life for preschool teachers. Their findings show a positive link between supportive climate from both supervisors and co-workers and job satisfaction and that support from family members predicts quality-of-life once age and marital status are considered. They conclude that supportive climate makes a significant difference in preschool teachers' job satisfaction and overall quality of life. A recent study on the effects of COVID-19 on the mental health of IT employees shows that remote working can affect both social interaction and job satisfaction and that there is a positive relationship between employee relations and job satisfaction, which is dependent on employees' trust in their managers and co-workers. Therefore, maintaining and supporting social relationships are important (Bulińska-Stangrecka & Bagieńska, 2021) as greater supportive climate predicts better daily detachment from work (Schade, Digutsch, Kleinsorge, & Fan, 2021). Given the review of literature advanced above, the following hypotheses was put forward and tested;

H₀₁: Supportive Climate does not significantly moderate the relationship between work affinity group and employee productivity in public universities in south south, Nigeria

Moderating Role of Autonomy Support on the relationship between Work Affinity Group and Employee Productivity.

The success of an organization is determined by the performance of its employees (Shahid & Azhar, 2013). Autonomy support is a component of the motivational climate on which things take place and it is derived from the self-determination theory that promotes employees internalization of behaviors and attitudes (Lumpkin, Cogliser & Schneider, 2009). *Autonomy* refers to a sense of volition and willingness that is, an internal perceived locus of causality in one's undertakings. The person feels that the actions emanate from the self and reflect who one really is, instead of being the result of external pressures. This further explains that when one is satisfied, one experiences a sense of integrity as when one's actions, thoughts, and feelings are self-endorsed and authentic

Employees with high levels of job autonomy have higher discretion in deciding what tasks to perform, how the work is to be done and how work exceptions are to be handled (Hackman & Oldham, 2016; Turner & Lawrence, 2015). Hence, job autonomy is viewed as an opportunity for the employee to decide when and how to perform specific tasks and also benefit from a cooperative climate by reducing deviant behavior in the workplace. When organizations cede more control, discretion and decision-making authority to employees, there is often a reciprocal expectation that employees will be more proactive (Grant & Ashford, 2008). One critical component of that increased pro activity work where jobs are already ambiguous is pro activity in demanding more autonomy or at least actively negotiating it with their employer (Hornung, Rousseau, Glaser, Angerer & Weigl, 2010).

A study done by Zhang, Jex, Peng and Wang (2016) reveal that work autonomy makes employee feel free to decide and free from control or external hurdles. Consequently, work autonomy can be taken as an important work resource which promotes the spirituality of an employee in the workplace. It is assumed that motivation process with work resource as work autonomy, influences productivity. Furthermore, Zhang *et al.* (2016) state in their study that member of the team with high work autonomy would involve further in risk-taking, alternative thinking, and hopefully promote creativity. Work autonomy generally is a part of work features needed in organization and closely related to work motivation. Employees with high work autonomy can decide how and when to do the job assigned, have chances to use personal judgments in doing the job so that they will have more responsibility on the result of their work

By having greater autonomy, employees may free up time to engage in learning activities (Latham & Pinder, 2005). Empirical studies have found support for the positive link between job autonomy and deviant behavior (Cabrera, Collins, & Salgado, 2006; Foss *et al.*, 2009; Gagné, 2009; Janz, Colquitt, & Noe, 2017). By giving employees higher levels of autonomy in their tasks, they will be more willing to search for more effective ways to perform their tasks and put higher efforts on their task performance (Fuller, Marler, & Hester, 2006).

Given that knowledge sharing and learning from one another is recognized as a source to increase task effectiveness and performance. It can also be seen that when giving discretion for work autonomy, it is interpreted as a support to its employees. The employees who are given more work autonomy, generally, are more committed to the organization. Hence, there is an increased rate of productivity in the workplace. Given the review of literature advanced above, the following hypotheses was put forward and tested;

H₀₂: Autonomy climate does not significantly mediate the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria.

Methodology.

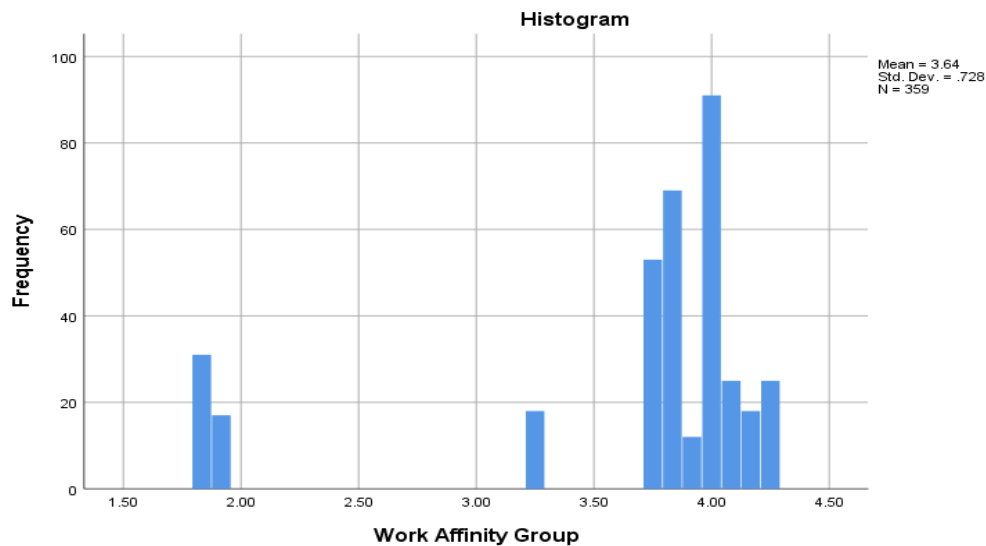
The study adopted the cross sectional survey of quasi-experimental design. The cross sectional survey was chosen because it takes a snapshot at the situation in the organization study and analyses same. The study population targeted teaching staffs of public universities in the south-south, Nigeria. However, given the concerns of the study feasibility, an accessible population of thirty thousand four hundred and fifty two (30452) was used.

In advancing the sample size for this paper, the Krejcie and Morgan (cited in Sekaran, 2003) sample size determination table was adopted (see appendix C), which was based on a population of thirty thousand four hundred and fifty two (30452) and it offered a sample size of three hundred and eighty (380). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The Zero Partial Order Correlation method was used to test the moderating effect of organizational climate on the relationship between work affinity group and employee productivity

Data Presentation

The researcher distributed 380 (100%) copies of research questionnaire, only 363 (95.5%) copies were successfully filled and retrieved. Out of the 363 copies retrieved, only 359 copies were considered as suitable given the blank sections observed in some of the retrieved copies

Analysis for Work affinity group.



The mean distribution for the variable reveals the extent of the manifestations of work affinity group to be high (where $x = 3.64$) which is within the criterion of $3.5 < x \leq 4.5$ for high manifestations. This goes to show that work affinity group is an observed phenomenon in the public universities in south-south, Nigeria

Analysis of Employee Productivity

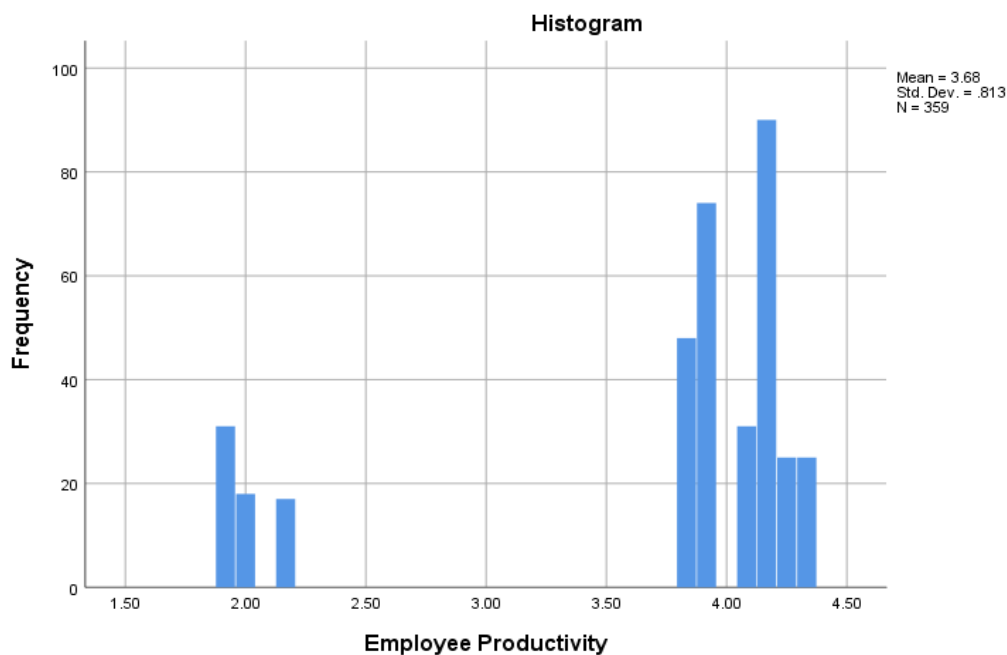


Figure 2. Summarizes the distribution for the criterion variable - employee productivity. The mean distribution for the variable reveals the extent of the manifestations of employee productivity to be high (where $x = 3.68$) which is within the criterion of $3.5 < x \leq 4.5$ for high manifestations. This goes to show that employee productivity is an observed phenomenon in the public universities in south-south, Nigeria

Analysis for Organizational Climate.

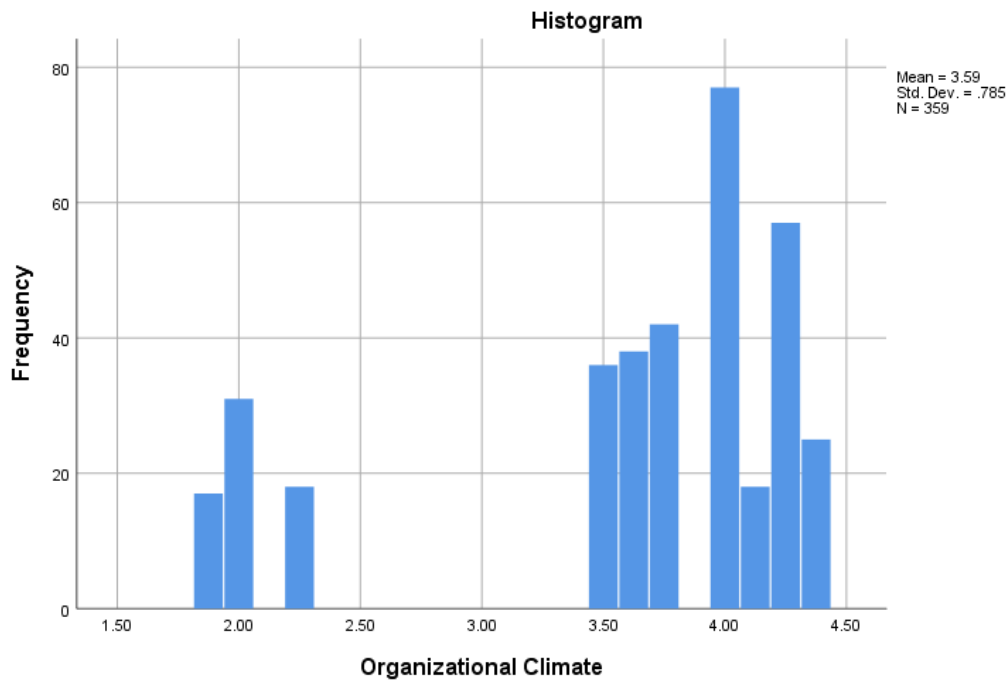


Figure 3. summarizes the distribution for the moderating variable – organizational climate. The mean distribution for the variable reveals the extent of the manifestations of organizational climate to be high (where $x = 3.59$) which is within the criterion of $3.5 < x \leq 4.5$ for high manifestations. This goes to show that organizational climate is an observed phenomenon in the public universities in south-south, Nigeria.

Test for Moderation.

This section examines the assumed role of organizational climate (support climate and autonomy support) as a moderator in the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria. The Decision rule is that if the difference between the zero-order correlation and the controlled correlation < 0.01 , then there is no significant difference, and the null hypothesis is accepted.

Table 1: The moderating effect of Support Climate

Control Variables			Work Affinity Group	Employee Productivity	Support Climate
-none- ^a	Work Affinity Group	Correlation	1.000	.892	.789
		Significance (2- tailed)	.	.000	.000
		Df	0	357	357
	Employee Productivity	Correlation	.892	1.000	.821
		Significance (2- tailed)	.000	.	.000
		Df	357	0	357
	Support Climate	Correlation	.789	.821	1.000
		Significance (2- tailed)	.000	.000	.
		df	357	357	0
Support Climate	Work Affinity Group	Correlation	1.000	.696	
		Significance (2- tailed)	.	.000	
		df	0	356	
	Employee Productivity	Correlation	.696	1.000	
		Significance (2- tailed)	.000	.	
		df	356	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output, 2024

HO₁: Organizational climate of support climate does not significantly moderate the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria.

A critical look at the Zero Partial correlation, we found that the relationship both between work affinity group and employee productivity are positively correlated with support climate, the control variable. Removing the effect of this control variable reduced the correlation between the other two variables to be 0.696 and significant at $\alpha = 0.05$. Since the difference between the Zero-order correlation and the controlled correlation $(0.892 - 0.696) = 0.196 > 0.01$; hence from the decision rule, there is a significant difference and thus the null hypothesis is rejected. Therefore, it was concluded that support climate has a significant moderating effect on the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria.

Table 2: The moderating effect of Autonomy Support

Control Variables			Work Affinity Group	Employee Productivity	Autonomy Support
-none ^a	Work Affinity Group	Correlation	1.000	.892	.891
		Significance (2- tailed)	.	.000	.000
		Df	0	357	357
	Employee Productivity	Correlation	.892	1.000	.822
		Significance (2- tailed)	.000	.	.000
		Df	357	0	357
	Autonomy Support	Correlation	.891	.822	1.000
		Significance (2- tailed)	.000	.000	.
		Df	357	357	0
Autonomy Support	Work Affinity Group	Correlation	1.000	.618	
		Significance (2- tailed)	.	.000	
		df	0	356	
	Employee Productivity	Correlation	.618	1.000	
		Significance (2- tailed)	.000	.	
		df	356	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output, 2024

HO₂: Organizational climate of autonomy support does not significantly moderate the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria.

A critical look at the Zero Partial correlation, we found that the relationship both between work affinity group and employee productivity are positively correlated with autonomy support, the control variable. Removing the effect of this control variable reduced the correlation between the other two variables to be 0.618 and significant at $\alpha = 0.05$. Since the difference between the Zero-order correlation and the controlled correlation $(0.892 - 0.618) = 0.274 > 0.01$; hence from the decision rule, there is a significant difference and thus the null hypothesis is rejected. Therefore, it is concluded that autonomy support has a significant moderating effect on the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria.

Discussions of Findings.

The outcome of the analysis on the moderating effect of organizational climate on the relationship between work affinity group and employee productivity in public universities in south-south, Nigeria shows that two organizational climates (support climate and autonomy support) highly moderate the relationship between work affinity group and employee

productivity in public universities in south-south, Nigeria. This result corroborates the assertions of several scholars. For instance, Ozge and Erkut (2016) examined organization climate and employees' engagement and found that organizational climate exhibits the clear role clarity dimension resulting in a higher satisfaction and engagement of employees. Jianwei (2010) agreed that the organizational climate in growth opportunities of the employees, it is important for the employee to perform better in work by providing necessary and related training as required. Good communication among the employees and upper management forms a good organization climate to boost up the satisfaction of employees at work (Brown & Brooks, 2002).

In the same vein, the workplace is a social system, and employees thrive at work when they socially support one another. Workplace supportive climate occurs when one employee (or a group of employees) offers physical, informational or emotional support to another employee (or a group of employees). Workplace supportive climate can be perceived or received, with the latter referring to what the beneficial feels was offered and the latter what was offered as support (Kaniasty & Norris, 2009). The way a given supportive climate is perceived, is a function of the receiver's characteristics, that of the giver and the nature of the relationship between the giver and receiver (Bennett & Beehr, 2013).

According to Blancero, Delcampo, Gao and Lewis (2009), organizations can support its employees through supervisors who are positive in their work related outcomes. When employees perceive support from their organization, it develops the employees' tendency to share their knowledge and information with their colleagues (Ahmed, Riaz, Shaukat & Butt, 2013; Eisenberger *et al.* 2016) which in turn creates a good learning environment and promotes learning culture in the organization. The employees of an organization are expected to be hard-working, dedicated and committed to the organization with no intent of receiving an impromptu resignation as this would cost the organization its resources which will be utilized in the implementation of policies and strategic objectives (Islam, Aamir, Khan, & Ahmad, 2013).

Rousseau and Aubé (2010) point out that supportive climate in the workplace can promote a positive work experience and thus foster greater commitment to one's work. According to a study by Kiema-Junes, Saarinen, Muukkonen, Väyrynen, Ala-Mursula and Hintsanen (2020), supportive climate in the workplace is linked to devotion to work, so the greater the support, the greater the devotion of an employee to their work. Supportive climate in the workplace can come from a supervisor or a co-worker. Support from co-workers refers to the extent to which co-workers provide social and emotional support and trust to other co-workers, as well as give assistance with other co-workers' projects (Barling & Griffiths, 2013). Support from supervisors can refer to emotional support, such as empathy, feedback and guidance, as well as support in terms of workplace resources and career progression (Bhanthumnavin, 2013).

Similarly, Employees with high levels of job autonomy have higher discretion in deciding what tasks to perform, how the work is to be done and how work exceptions are to be handled (Hackman & Oldham, 2016; Turner & Lawrence, 2015). Hence, job autonomy is viewed as an opportunity for the employee to decide when and how to perform specific tasks and also benefit from a cooperative climate by reducing deviant behavior in the workplace. When organizations give more control, discretion and decision-making authority to employees, there is often a reciprocal expectation that employees will be more proactive (Grant & Ashford, 2008). Jungert, Koestner, Houliort and Schattke (2013) found that supported work autonomy play an important role in encouraging positive motivation, job satisfaction and reduced deviant

behavior. Individual who thinks that his job is particularly autonomous will feel that they can do their job by themselves without having to get too much guidance so that it will create a connection in autonomy and members of the organization. Autonomy in the work place relates to individual and also organizational results. Employees with work autonomy show bigger work satisfaction; become more creative and has lower turnover resulting to employee deviance behavior. Work autonomy is also related to bigger persistence in handling difficulties, learning better, performing better, and handling problems more effectively. Hence, having motivated work autonomy is a significant advantage for organization or team work as well as to facilitate motivation and reduced deviances acquired in the organization.

Conclusions.

The study concludes that Organizational climate strongly enhances the relationship between work affinity group and employee productivity. Lack of openness and transparency among workers can hinder a cordial relationship in the workplace and vice versa. Discriminatory practices distorts the flow of correspondence and collaboration in the workplace which affects employees attachment to work and significant others. Addressing and integrating affinity groups in the work place would create a more conducive, peaceful and friendly workplace that would benefit the workers and organization.

Recommendations.

Based on the results and conclusions of this study as it relates to the teaching staff of public universities in south-south, Nigeria. This study recommends that Management should establish safe spaces where members can openly discuss trends, perspectives and group experiences as this would strengthen the collective voice of group members and enable the development of more effective strategies to create an inclusive workplace for everyone

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