INFLUENCE OF ORGANIZATIONAL CLIMATE ON THE MANAGEMENT OF HUMAN RESOURCES IN COLLEGES OF EDUCATION IN NIGERIA

By

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Abstract
This paper is on Influence of organizational climate on the management of human resources in Colleges of Education in Nigeria. Organization climate is the element of a professional environment that has a strong influence on the action and performance of the employees working in that workplace. It indicates whether the expectations and beliefs of the individuals are fulfilled. The paper therefore looked at the concept of organizational climate from the global perspective and narrows it down to educational institutions in Nigeria, specifically colleges of education. The paper also explains the role of colleges of education in our educational system. in addition, the paper identified and discussed ways to improve organizational climate in our educational institutions such as; identifying the current state of organizational climate, raise awareness about the mission of the organization among others. Types of organizational climate were further outlined and discussed extensively. Among the types of organizational climate are open climate, autonomous climate, familiar climate among others. The importance of human resources in an organization and the management of human resources were also discussed. It is important to note that there are factors that affect the climate of a given educational institutions of which colleges of education in Nigeria are not exempted; such factors were identified in this paper. However, the paper deems it necessary to discussed three key areas to justify the title: influence of leadership style on the management of human resources in colleges of education in Nigeria, influence of communication on the management of human resources in colleges of education in Nigeria and influence of motivation on the management of human resources in colleges of education in Nigeria. The paper concluded that all organizations has human elements that must interact and collaborate with one another in order to achieve the organizational goals, that aspect is indeed the organizational climate determine the ambient of the organization. All educational managers must therefore take cognizance of that in order to succeed. It was recommended that those factors that identified as capable of affecting organizational climate of our educational institutions should be avoided by all means.

Introduction

The globalization process requires organizations, including educational organizations, to be efficient and effective in their processes, in order to achieve their objectives and be able to live up to the expectations that the market demands. The work environment of the modern era is vastly different from that of the past because of the overwhelming challenges that organizations face at all levels. These challenges include increased competition; high levels of technological innovation; changes in the nature and structure of organizations; and challenges facing employees, such as redefining employment contracts, getting to grips with new business processes, flexible work patterns and work–life balance (Kangis & Williams, 2000). One channel through which the foregoing issues could be addressed is organizational climate (Borhandden Musah et al., 2016).

The organizational climate is determined by a series of characteristics that form a unique work environment in each organization and the perception that each of the members has and influences the performance of their functions. Analyzing the organizational climate gives tools to managers or managers tending to improve it, in order to become a means to achieve organizational objectives
Among the many factors that influence the coveted achievement of efficiency and effectiveness in educational organizations, the organizational climate stands out as a vital element to favor work environments conducive for workers to perform their functions with excellence and thus collaborate

to fulfill the objectives organizational. The organizational climate is a key point to achieve efficiency and quality in educational organizations. The organizational climate, in educational entities, is the environment perceived by the employees of an institution and in which they carry out their activities; influenced by several physical and emotional factors, therefore, susceptible to changes from one moment to another and from one organization to another (Parke & Seo, 2014)

Organizational climate provides an environment where the employee either feels satisfied or dissatisfied. Excellent and positive work environment motivates the members and boosts their levels of performances. The job satisfaction is directly linked with the efficiency levels of the employees as it reduces turnover if found favourable. Organizational climate is directly related to employee performance as it has a significant impact on the attitude of the employees. Human performance is predictable for employees who work in a consistent organizational climate. An inconsistent organizational climate harms employee productivity and affects the development and achievement of the organization/Institution.

The Nigerian colleges of education (COEs) are teacher education institutions that train teachers for the Nigerian schools. They occupy the third cadre in the ladder of tertiary educational provisions in the country. As important citadel of academic learning, they play a pivotal role in producing highly qualitative, motivated, conscientious and efficient classroom teachers for the Nigerian educational system. It is therefore a matter of concern and distress when the (COEs) are no longer meeting up to expectations especially in delivering/rendering quality and efficient services that will lead to the achievement of educational goals. This is substantially attributed to poor organizational climate in most of the colleges of education in Nigeria

How to improve Organizational Climate

The following are ways to grow and develop organization climate according to (Hitesh, 2023):

1. ***Identifying the current state of organizational climate.*** Change is possible only if you are aware of the things that need to be changed. The best way is to understand the current state of the organizational climate and identify the things that need to be fixed. Conduct employee surveys if you are looking for ways to develop and improve organizational climate. This will tell you about the factors making a positive contribution as well as the ones that are not having the desired impact.
2. ***Raise awareness about the mission of the organization.*** It is imperative to know and update your team members about the value, mission and direction of the organization. Make them understand their role in the overall mission and its impact on the projects of the organization. Raise awareness about the mission of the organization if you are looking for ways to improve and develop the organizational climate.
3. ***Identify the factors that motivate people***. It becomes difficult to follow the same routine day-by-day and complete similar old tedious tasks. Identify the factors that motivate people and assist in strengthening them if you are looking for ways to develop and improve organizational climate. Clear structure in the organization, open flow of information via right communication channels and realistic goals assist in understanding whether the supervisor values the personal qualities and skills of the employees.
4. ***Improve Task Delegation.*** Understand the delegation process so that you can make useful improvements and changes to develop the organizational climate of a company. It becomes imperative to know why some people find favour or why some are chosen for specific responsibilities and tasks, whereas others are not.
5. ***Encourage team cooperation.*** Encouraging team members to give their best is one of the ways to improve and develop organizational climate. Develop a feeling of unity to grasp opportunities that can help you to attain goals. It is the responsibility of the management to provide meaningful feedbacks regularly to let them know about their performances and the places where improvement is possible and necessary

Types of Organizational Climate

1. Open Climate: This depicts a situation which is relatively opened. Employees' organizational climate is healthy as they are not hindered in their work either by the management or the school principal. They perceive their principal/leader as highly considerate and democratic in behaviour and hence the group members as well as the principal feel all 'of a piece'
2. Autonomous Climate: This has less openness than open climate. The employer gives almost complete freedom to employees to provide their own structure for interaction so that they can find ways within the group for satisfying their social needs. Employees achieve their goals easily and quickly, work together well and accomplish tasks of the organization.
3. Controlled Climate: This manifests lesser degree of openness than both open and autonomous climate types. The climate is marked by emphasis on achievement at the expense of satisfaction of social needs. All work hard and there is hardly any time for friendly relations with others or for deviation from established controls and directives. Employees are expected to get work done and they expect to be told personally just how to do it
4. Familiar Climate: The main feature of this climate is the obviously friendly manner of both the employer and the employees. Social needs satisfaction is extremely high while little is done for the group activities to be directed towards goal achievement. Socially, employees will be all part of a big happy family. Morale or job satisfaction will be average which will come from social needs satisfaction
5. Paternal Climate: This climate is characterized by ineffective attempts of the employer to control employees as well as to satisfy their social needs. It is a partly closed climate and behaviour of employer is non-motivating. He/she becomes intrusive and wants to know everything at once. He/she is everywhere at once, checking, monitoring and telling people how things should be done but still nothing seems to get done. The climate shows more closeness than familiar-type climate.
6. Closed Climate: This is the most closed climate and the least genuine and it characterizes the other extreme of the climate spectrum. The employer is ineffective in directing the activities of teachers; at the same time he/she is not inclined to look out for their personal welfare. The employer will be highly aloof and impersonal in controlling and directing employee's activities. He/she sets up rules which are normally arbitrary

Factors Affecting Organizational Climate

The following are factors affecting organizational climate according to (Hitesh, 2023)

1. The structure of the organization including rules, regulations and constraints
2. Feelings of helpfulness in the work environment
3. Perception of the relative risk in the work situation
4. The level of conflict and tolerance the work environment can tolerate
5. Being confident of the appropriate records
6. Individual responsibility of an employee
7. Working with cooperative individuals
8. Opportunities that have an impact on personal initiative
9. Working with a competent superior
10. Functions objectives, goals and mission in the organizational context
11. Operating procedures of an organization
12. Degree of centralization
13. Leadership styles and decision-making process has a direct impact on the organizational climate
14. Physical space characteristics and employee safety has an impact on organizational climate
15. Organizational values and organizational climate are interlinked

Human Resources

Resources scarcity is a central focus of economics of education, this is because resources (human, material, financial, time, curriculum content, environmental resources) are scarce in supply and the state resources provided for the execution of education programmes are inadequate and irregular and this inadequacy is compounded by budgetary allocation for education in recent years. When resources are limited as they always are, these resources need to be well used to support educational improvement objectives to the greatest possible extent

Human resources are abilities and characteristics of individual and other resources that cannot be utilized independently of people. These human resources have been categorized into cognitive, affective, psychomotor and temporal resources, which are similar to the blooms, taxonomy (Madu, 2006). Human resources according to Ndu in Mirriam (2019) include all the knowledge, skills and expertise in technical, mechanical, managerial, social and other areas potentially available for utilization in various ways in operating social and economic institutions and enterprises. However, in the context of this work hu

Management of Human Resources

Management according to Akintunde in Mirriam (2019) is the process by which the goals of the organization are attained by directing the efforts of others in the system. In addition, Abubakar (2008) opined that management process entail application of four interrelated concepts, planning, organizing, implementing and evaluating the use of resources to achieve goals. In the context of this paper, management of human resources is the process concerned with planning, organizing, creating, maintaining, stimulating, controlling and unifying human resources in order to achieve predetermined educational objectives in teaching and learning.

Human resource management is that part of management which is concerned with people at work and with their relationship within the organization. Nakpodia (2010) points out that Human resource management was born out of failure of personnel management to manage people effectively in the pursuit of the strategic organization. Thus the concept of Human Resource Management is emphasized more than personnel management in improving the productive contribution of people in the organization.

Human Resource Management is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can and will give of their best to support departments' missions. How human resources are distributed across the school system depends among other things on existing qualification requirements for staff across different levels and sectors of the school system.

Influence of Leadership style on the Management of Human Resources in Colleges of Education in Nigeria

Leadership style practiced by an organization has an impact on the success or otherwise of its operations. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Bhargavi & Yaseen, 2016; Obiwuru et al., 2011). Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers, their needs and building their capacity (Klein et al., 2013).

Effective leadership is highly valued in today's educational institutions as it relates to positive outcomes for employees and organizations (Gill & Caza, 2018). Leadership is one of the aspects that most impacts the organizational climate, it is the leader who will frequently direct the staff towards the achievement of organizational goals. The type of leadership is one of the fundamental pillars for the success of the organization. The importance of the leader lies in its achievement of making its members work towards the organizational objectives (Pérez-Vallejo & Fernández-Muñoz , 2019)
Research has shown the role of leadership in improving the effectiveness of employees and the subsequent effect on the results of the organization. leadership plays a key role in an organization since it is the leader who directs and influences the individuals that make it up, towards the achievement of organizational objectives. Similarly, Lussier & Achua (2011), affirm that leadership is the process of influence between leaders and followers to achieve organizational objectives through change.

Therefore, good leadership must have the capacity to resolve conflicts, plan and distribute work equally, show concern for the welfare of their subordinates, and have effective communication skills

(MolineroRuiz et al., 2014). How the workers perceive that his immediate superior behaves and how the company treats him, are two aspects to consider if one wants to analyze the perception of the work environment, so establishing a leadership style and developing appropriate human resources practices are of higher priority than other organizational aspects (Pons et al. 2012).

An essential role of leadership is to recognize the contribution of workers and their performance to the achievement of objectives. When workers are recognized for their good work, the actions and behaviors desired by the organization coincide with the culture and objectives established in the organization being reinforced, thus achieving greater motivation in the workers. Therefore, leaders have an important role to play in ensuring the productivity and sustainability of an organization and in the establishment of a positive organizational climate ((Parada , 2017 and Moslehpour et al., 2018).

Influence of Communication on the Management of Human Resources in Colleges of Education in Nigeria

The communication process in a given organization encompasses several interactions; from informal conversations to complex information systems. Communication impacts the organizational climate of companies, fostering the understanding, acceptance and execution of organizational goals, hence playing a key role in the organization. Among the elements that can affect the social environment of the organization, the communication of managerial functions is defined within the behaviors of the immediate superior, whose purpose is to clarify responsibilities and performance objectives. It is important to note that there is direct, significant and positive relationship between these variables (Pérez et al., 2014).

Communication serves as the revival factor of an organization and its continuity and dynamism. The management processes of any organization are carried out through it effective communication. Conduct is corrected, information becomes productive and goals are realized through effective communication. Effective communication is one of the key elements of every manager's success; information serves as an important term in the organizational system in the light of effective communication, educational institutions particularly colleges of education, therefore, requires efficient communication system to be processed and flowed in the organization's vessels like blood (Hamze Alipour, 2011)

Communication is the transfer of information and its understanding between one person and another. They add that organizations cannot exist without communication. In the absence of this, employees would not know what their co-workers do, administrators would not receive information, and supervisors and team leaders would not give instructions. With the aforementioned concepts, the importance of communication in organizations is defined, which is based on effective communication, and allows the values, mission and objectives of the organization to be transmitted, preserved and converted into actions.

Communication plays a very important role within organizations, both for the formulation, development and implementation of strategies, as well as to favor a committed attitude of the members towards their organization within a given context, culture or environment. In other words, communication has a fundamental impact on the organizational climate of companies, which must be efficient in order to achieve institutional objectives.

Influence of Motivation on the Management of Human Resources in Colleges of Education In Nigeria

Licciardello et al., (2013) considered motivation in terms is the force that encourages the individual to do something, which transferred to the organization, is a factor that achieves certain behavior in its members in favor of the achievement of institutional objectives; It is a primary factor for the success of the organization. Stephen & Robbins in Martínez-Arroyo and Valenzo-Jiménez (2020) define motivation as the processes that affect the intensity; direction and persistence of the effort that an individual makes to achieve a goal

Employees' motivation represents a key factor which determine action and behaviors that materialize in effort and energy towards accomplishing the goals of the company and achieving also their own objectives. In this context, the organizational climate of the company influences employees' motivation and work performance, at the same time, performance at the workplace, it must be outlined the role of the organizational climate, as predictor of employees' motivation improvement (Rusua & Avasilcai, 2014). In the same way the organizational structure, the managerial behavior, company policies, decisions, the relationship with work colleagues, work facilities, the physical ambience, influence human resources motivation, satisfaction and overall organizational performance is determined by the organizational climate. In this context, it is important to mention that in this paper, the factors that affect the organizational climate were proposed, among which work motivation is an indicator that measure this complex variable.

Conclusion

All organizations have human elements that must interact and collaborate with one another in order to achieve the organizational goals, that aspect is indeed the organizational climate that determines the ambient of the organization. All educational managers must therefore take cognizance of that in order to succeed. They should as well employ good leadership style, communication and motivation in Human Resource Management in their Institutions. It was recommended that those factors that identified as capable of affecting organizational climate of our educational institutions should be avoided by all means.

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