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# WORKPLACE CLIMATE AND STAFF JOB PERFORMANCE IN AKWA IBOM STATE CIVIL SERVICE COMMISSION, UYO, NIGERIA

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## Abstract

*The study examined workplace climate and staff Job performance in Akwa Ibom State Civil Service Commission, Uyo Nigeria. Two objectives, two research questions and two null hypotheses were formulated to guide the study. An ex-post factor research design was used for investigation. The population comprised 144 staff of Akwa Ibom State Civil Service Commission in Uyo Office. Sample for the study comprised 97 staff of the commission derived from the population using Krejcie and Morgan determination formular. A researcher- developed instrument titled "Workplace Climate and Staff Job Performance Questionnaire (WPCSJPQ)" was used for data collection. The instrument was validated by experts and tested for reliability before usage. The reliability indices stood at 0.84 and 0.75 for workplace climate and staff performance respectively. The R-value of Pearson's product Moment Correlation (PPMC) Coefficient and R2 of Multiple Regression Analysis were used to answer the research questions. PPMC and Multiple Regression Analysis were also used to test the hypotheses at 0.05 level of significance. The findings of the study revealed that leadership styles significantly predicted staff job performance and also that staff job performance is significantly related to communication in Akwa Ibom State Civil Service Commission. The study therefore concluded that workplace climate is significantly related to staff job performance in Awkw Ibom State Civil Service Commission. Based on the findings and conclusion of the study, it was therefore recommended among others that managers, administrators and all in Leadership positions should ensure that they are innovative and versatile in their choice of leadership style which should be determined by the situation and the individual involved, as no particular leadership style best suits all situations and individual involved. This will enhance effectiveness in leadership and better job performance among staff.*

**Keywords:** Workplace Climate, Staff Job Performance, Leadership Style Communication.

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## Introduction

Workplace climate, also known as organizational climate, refers to the overall atmosphere of an organization or workplace including but not limited to the physical environment, employee attitudes and organizational culture and values. It can be further described as a set of characteristics that influence employees' behaviour and perception of the working environment of the place of work or the organization they find themselves. Workplace climate is therefore seen as the overall atmosphere and working environment within an organization, encompassing the shared perceptions, attitudes and behaviours of its members, which play a crucial role in shaping their experience, influences their motivation, job satisfaction and performance (Edoho, 2024). This implies that workplace climate comprises of factors that collectively define the work environment and influences the behaviour and perception of workers within a particular organization. These factors are identified by Nathan (2018) to include: leadership style, Communication, organizational structure, reward systems, decision-making process, conflict management, team Dynamics, organizational values, Job satisfaction, employee engagement, physical environment, innovation and creativity among others. For the context of this study therefore, only leadership style and communication process, were considered as work place climate variables against staff job performance.

Leadership style refers to the pattern of leadership exhibited by super-ordinates in any workplace. In the civil service, these superordinates include, Chairmen, Permanent Secretaries, Directors, Heads of Departments and others in leadership positions. The different pattern of leadership exhibited by Leaders have a way of influencing the way sub-ordinates do their job. For instance, in transformational leadership, where the leader seeks to bring transformation ultimately to both the employees and the organization, with priority on employee needs, Subordinates will most likely be encouraged to work hard. In transactional leadership on the other hand, the leader tends to give more attention to organizational needs. However, being known as a "tit-for tat" leader, he knows that he cannot totally ignore employee needs, so he strategically compels members to meet organizational needs so that their needs could be attained by using threats, rewards and punishments. Sometimes, members could be discouraged and this may equally show in the way they perform their work.

Irrespective of the leadership style employed by the leader, he/she cannot make any head way without constant communication with others. Communication process therefore refers to the way and manner by which information is passed on and received by members of an organization. This is because effective communication is a corner stone of a positive organizational climate (Udoh, 2020), as it straightens out activities, smoothens work, makes for organizational goals achievement and employee satisfaction (Uyanga, 2025). At this point, it is believed that communication is very important in any work place, if the goals of such are to be attainted. As such, communication may likely affect staff job performance.

Staff job performance therefore appears to be an important concern to the management of any organization, as this goes a long way to determine the goals attainment of that organization. Staff job performance refers to the way and manner staff members do their job in the workplace. Staff job performance is the act of carrying out a job or assigned task by staff members in any work place. On this note, Effiong (2020) sees job performance as the expected organizational value of what people do which result in attainment of organizational plans. In the civil service commission, staff perform a wide range of tasks that support the functionary of public service, ranging from policy development and implementation, public administration where they work in various ministries, departments and agencies, performing administrative tasks such as budgeting, human resources management, and records management, service delivery, communication and Public Relations and financial management (Researcher Field Survey Report, 2025). Thus staff of civil service commission are tasked with lots of works to perform on daily basis.

It is therefore believed that staff of Civil Service Commission are aware of their roles and responsibilities. However, it has been observed that sometimes these roles and responsibilities are not carried out as expected. If one walks into some offices in the Civil Service Commission, one will notice that some staff are either buying or selling, discussing or involving in other issues that have no bearing with these expected roles. Some go out for other businesses in the name of school runs, health issues and other related matters. These observations and some others may be the reason why job performance among staff of Civil Service Commission falls below expectation. On the other hand, the researcher also wonders if the poor job performance shown by some staff of civil service commission is related to the work climate of the commission, as some may experience ineffective leadership and poor communication processes among others. It is against this background that this research was conducted to examine the relationship between Workplace Climate and Staff Job Performance of Civil Service Commission in Uyo-Akwa Ibom State, Nigeria.

## Statement of the Problem

The problem of poor job performance among staff in workplaces has been of great concern over the years. The researcher has observed that in Akwa Ibom State civil service commission in particular, some staff do not show commitment to their work, but exhibit attributes that result in poor job performance at the end of the day. Such observed negative attributes include going to work late, turning the different offices into markets and business centres, discussing and loitering about during working hours, leaving the office indiscriminately in the name of school runs and the likes and not attending to official issues on time, among others. These observed incidences have contributed to poor job performances like delay in treating files, inability to meet datelines, poor handling of tasks, inefficiency in carrying out responsibilities and lots more.

The Researcher wonders if the poor job performance showed by some workers could be as a result of the seemingly poor climate of some work places. This stems up from the fact that some workplaces have negative climate indices such as ineffective leadership style of Administrators (leaders) / Managers and poor communication process. However, some staff perform their job well, while others lag behind, when actual performance is compared with expected performance. In the light of these observed problems, related to staff job performance, several studies have been carried out by different Scholars at various places and time, but these problems still persist. For instance, Nwata *et al.*, (2021) conducted a study on Organizational Communication and Employees' Performance in Deposit Money Banks in River State,

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Nigeria. While Babarinde and Alade (2024) also carried out a study on Conflict Management Strategies and Employees Performance in Selected Manufacturing Firms in Lagos State, Nigeria. Therefore, this study sought to examine the relationship between workplace climate and staff job performance in the Civil Service Commission, Uyo, Akwa Ibom State, Nigeria. The point in question is: is there any relationship between climate and staff job performance in civil service commission in Uyo Local Government Area of Akwa ibom State? And if there is; to what extent is the relationship

## Purpose of the Study

The main purpose of this study was to examine the relationship between workplace climate and staff job performance in Civil Service Commission, Uyo, Akwa Ibom State Nigeria. Specifically, the study sought to:

1. ascertain if leadership styles predict staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria.
2. determine the relationship between communication and staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria.

## Research Questions

The following research questions were raised to guide the study:

1. What is the extent to which leadership styles predict staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria?
2. What is the relationship between communication and staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria?

## Research Hypotheses

The following null hypotheses were formulated to guide the study:

1. Leaderships styles do not significantly predict staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria.
2. There is no significant relationship between communication and staff job performance in Civil Service Commission in Uyo Akwa ibom State, Nigeria.

## Review of Related Literature

In a study, Shodiya *et al* (2022) investigated the effect of leadership styles on employees' performance at the Federal Medical Centre (FMC), Idi-Aba, Abeokuta, Ogun State, Nigeria. The objective of the study was to determine the influence of transformational, transactional and democratic leadership styles on employees' performance. The researchers adopted a survey research design. The study population comprised 1,727 medical personnel drawn from 29 departments of the hospital. A sample of 314 respondents was selected using a proportionate stratified random sampling technique. Data were collected using a structured questionnaire designed to measure leadership styles and employee performance. The validity of the instrument was established through expert review, while reliability was confirmed using Cronbach's Alpha coefficients that exceeded the acceptable threshold of 0.70. Data were analyzed using descriptive statistics and Covariance-Based Structural Equation Modelling (CB-SEM). The findings revealed that transformational and democratic leadership styles exerted significant positive effects on employees' performance, whereas transactional leadership demonstrated a relatively weaker but still positive influence.

Similarly, Alade (2022) examined the effects of leadership styles on organizational behaviour and performance in selected organizations in Nigeria. The study aimed to investigate how different leadership styles influence employee behaviour and organizational performance across public and private organizations. A quantitative survey research design was employed. The population consisted of employees from selected organizations operating in Nigeria, while respondents were selected through a multistage sampling procedure to ensure adequate representation across organizations. Data were gathered using a standardized leadership style questionnaire and organizational performance scale. The instruments underwent validity assessment by management experts, and reliability was established using Cronbach's Alpha. Inferential statistical techniques, including regression analysis, were used to analyze the data. The findings indicated that transformational and participative leadership styles significantly enhanced employee motivation, organizational commitment and overall performance, whereas authoritarian leadership negatively affected employee morale and productivity.

On communication as a workplace climate factor, Rabiu *et al* (2024) examined the effect of employee job satisfaction on employee productivity using communication as a major indicator of job satisfaction in the Nigerian Federal Civil Service. The objective of the study was to determine the extent to which effective communication enhances employee productivity within the federal civil service. The study adopted a descriptive survey research design. The population comprised employees of selected Federal Civil Service establishments in the Federal Capital Territory, Abuja. A sample of 384 respondents was selected through a multistage sampling technique involving stratified and simple random sampling procedures. Data were collected using a structured questionnaire that measured communication, job satisfaction, work environment, and employee productivity. The instrument was validated by experts in management and organizational behaviour, while reliability was established using Cronbach's Alpha coefficients above the acceptable threshold of 0.70. Data were analyzed using descriptive statistics, correlation analysis, and Structural Equation Modeling (SEM). The findings revealed that effective communication significantly improved employee productivity through enhanced job satisfaction and a supportive work environment.

A Study by Salami (2024) investigated the relationship between performance appraisal and employees' performance among civil servants in Ogun State, Nigeria, with particular emphasis on effective communication during the appraisal process. The study sought to determine whether communication between supervisors and employees significantly influences employee productivity. A descriptive survey research design was adopted. The population consisted of civil servants working in ministries and government agencies in Ogun State. Using stratified random sampling, 400 civil servants were selected as the study sample. Data were collected through a structured questionnaire that measured communication effectiveness, goal setting, feedback, and employee performance. The instrument underwent face and content validation by experts, while reliability was determined using

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Cronbach's Alpha technique. Descriptive statistics, Pearson Product Moment Correlation, and multiple regression analysis were employed for data analysis. Findings indicated that effective communication during performance appraisal significantly enhanced employee productivity, increased commitment, and improved work quality.

## Research Method

The Ex-post facto research design was used for the study. This design was considered suitable for the study because the event had already occurred. Therefore, the variables of the study: Workplace climate and job performance were not subjected to any manipulation by the researchers. The study was conducted in Akwa Ibom State Civil Service Commission, Uyo. Akwa Ibom State is one of the 36 states in Nigeria. The population of the study comprised all the staff presently working in the Civil Service Commission Uyo, at Uyo office – Idongesit Nkanga Secretariat. Recent statistics shows that there are 144 staff in Akwa Ibom State Civil Service Commission, Uyo (*Source:* Planning, Research and Statistic Unit, Civil Service Commission, Uyo, 2025). The sample for the study was drawn from the 144 staff working in the State Civil Service Commission Uyo. The sample size for the study was 97 respondents. This sample size was determined using Krejcie and Morgan Determination Formular (1970). This constituted 71 percent of the total population. The researcher developed an instrument titled "Work place Climate and Staff Job Performance Questionnaire (WPCSJPQ)". The instrument was divided into two sections; "A" elicited information from the respondents on workplace climate variables, while "B" contained information on staff job performance. The instrument was validated by expects in Measurement and Evaluation, and also in Public Administration. The instruments were subjected to reliability test using Cronbach Alpha Statistics. Reliability Co-efficients of 0.84 for workplace climate and 0.75 for staff job performance were obtained. Multiple regression analysis was used in answering research question one and testing of null hypothesis one while Pearson Product Moment Correlation (PPMC) was used in answering research question two and testing of null hypothesis two.

## Decision Rule

The research questions were answered based on the correlation coefficient values and the associated natures of relationship as summarised by Uzoagulu (2011, P.283) as follows:

| Coefficient (r) | | Relationship |
|---|---|---|
| ➔ ±. 00 to + . 20 | - | Negligible, very low, little or none |
| ➔ ±. 20 to + . 40 | - | Present, slight, but low |
| ➔ ±. 40 to + . 60 | - | Average, moderate, fairly high |
| ➔ ±. 60 to + . 1.00 | - | High, very high |

## Results

**Research Question One**

To what extent do leadership styles predict Staff Performance in Civil Service Commission, Uyo-Akwa Ibom State, Nigeria?

**Table 1: Result of R and $R^2$ Coefficient of Multiple Regression Analysis for the prediction of Staff Job Performance by Leadership Styles.**

| Variables | R | R Square | Extent of Prediction | Remark |
|---|---|---|---|---|
| Leadership Style | .926 | .858 | 85.8% | High Prediction |
| Staff Performance | | | | |

**Source: Field survey, 2025**

The entries in Table 1 reveal the R for the strength of the relationship and $R^2$ for the determination of the extent to which Leadership Styles (transformational and transactional leadership style) predict staff performance in Civil Service Commission, Uyo, Akwa Ibom State. The R- value of .926 indicates a high extent of relationship between the two variables. The calculated $R^2$ of .858, which is the coefficient of determination indicates that only 85.8% of staff job performance in Civil Service Commission, Uyo Akwa Ibom State is predicted or determined by Leadership Styles. This implies that Leadership Style predict staff job performance in Civil Service Commission, Uyo Akwa Ibom State, Nigeria.

## Research Question Two

What is the relationship between communication and staff performance in Civil Service Commission, Uyo-Akwa Ibom State?

**Table 2: Nature of the relationship between Communication and Staff job Performance in State Civil Service Commission, Uyo –Akwa Ibom State, Nigeria?**

| | $\Sigma X$ | $\Sigma X^2$ | $\Sigma XY$ | Cal-r | Decision at |
|---|---|---|---|---|---|
| **Variable** | $\Sigma Y$ | $\Sigma Y^2$ | | | **p<0.05** |
| Communication | 2292 | 54214 | | | |
| | | | 71318 | .791 | .000 |
| Staff Performance | 3010 | 94478 | | | |

**Source: Field survey, 2025**

The entries in Table 2 reveal the nature and strength of relationship between communication and staff performance. The results show that the r-value of .791 is high and positive. Hence, the result means that there is a strong and positive relationship between communication and staff job performance in Akwa Ibom State Civil Service Commission.

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**Hypotheses Testing**

**Research Hypothesis One**

Leadership styles do not significantly predict staff job performance in Civil Service Commission, Uyo Akwa Ibom State.

**Table 3: Result of Multiple Regression Analysis for the Prediction of Staff job Performance of Civil Service Commission by Leadership Styles**

| Variables | Source | Sum of Square | df | Mean Square | F | Sig |
|---|---|---|---|---|---|---|
| (Predictors Leadership style) | Regression 922.700 | | 2 | 461.30 | 284.921 | .000* |
| | Residual | 152.207 | 94 | 1.619 | | |
| Job Performance | Total | 1074.907 | 96 | | | |

***Significant at p< 0.05 level, df = 97 Source: Field survey, 2025**

The result in Table 4.5 revealed the F-value of 284.921 with its corresponding P- value of .000 which is less than the .05 level of significant with 1 and 96 degrees of freedom. With this result the null hypothesis which states that Leadership Styles do not significantly predict staff performance in Civil Service Commission, Uyo – Akwa Ibom State is rejected. This implies that Leadership Styles Significantly Predict Staff job Performance of Civil Service Commission, Uyo-Akwa Ibom State, Nigeria.

**Research Hypothesis Two**

There is no significant relationship between communication and staff job performance in Akwa Ibom State Civil Service Commission-Uyo.

**Table 4: Pearson's Product Moment Correlation of the relationship between Communication and Staff Job Performance in Akwa Ibom State Civil Service Commission N=97**

| | **ΣX** | **$\Sigma X^2$** | | **Cal-r** | **Decision at** |
|---|---|---|---|---|---|
| | | | **ΣXY** | | |
| **Variable** | **ΣY** | **$\Sigma Y^2$** | | | **p<0.05** |
| Communication | 2292 | 54214 | | | |
| | | | 71318 | .791 | .000 |
| Staff Performance | 3010 | 94478 | | | |

***Significant at p< 0.05 level, df = 97 Source: Field survey, 2025**

The entries of table 4 reveal the r- value of .791 with a corresponding p-value of .000, which is less than the 0.05 level of significance, with 97 degree of freedom. The result is significant. Therefore, the null hypothesis which states that there is no significant relationship between communication and staff job performance in Akwa Ibom State Civil Service Commission is rejected. This means that there is a significant relationship between communication ad staff job performance in Akwa Ibom State Civil Service Commission, Nigeria.

## Discussion of Findings

The findings of the study from research question one revealed that the extent to which leadership styles predict staff performance is high. While findings from the Hypothesis One tested revealed that leadership styles significantly predict staff performance in Akwa Ibom State Civil Service Commission. The reasons why the results came out the way they did could be due to the fact that good leadership more often than not has a way of enhancing better job performances among staff members of any organization. When a leadership employs a leadership style that encourages and motivates staff, the performance will be on the positive. It therefore, behoves on the leader to ascertain the leadership style that most suits a particular situation and the people involved, as no one leadership style is best for every situation. As such, both transformational leadership style and transactional leaders style has the potency to enhance staff job performance, depending on the situation and the people involved.

These findings is in line with the finding made by Shodiya et al (2022) that transactional leadership style significantly relates to staff job performance because when stress is well managed, staff will perform better than when stress is not well managed. The reason could be that in transactional leadership, the leader uses both rewards and punishments (Alade, 2022). As such, staff that are able to work to receive rewards, will be motivated to work better. This will also attract more rewards, leading to better performance.

The result of answering research question two showed that there is a high and positive relationship between communication and staff job performance in Akwa Ibom State Civil Service Commission. Likewise, the findings from testing hypothesis two indicated a significant relationship between communication and staff job performance in Akwa Ibom State Civil Service Commission. This implies that effective communication can bring about better job performance among staff members. The reason why the result turned out the way it was is not far from the fact that when staff receive adequate information and on time, given opportunity to make clarification on the information received (feedback), communicate easily with superiors, attend departmental meetings regularly among others, they will know exactly what to do, how

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and when to do it, and will always be up to date on issues bordering them, their job and the organization.

This finding is in line with the findings by Salami (2024), who found that effective communication has a great influence on Employee Performance. On this, the Author encourage Businesses to maintain a good flow of information across their organization so as to improve employee performance and business profitability in the long run. This implies that when communication is effective, job performance will also be effective. As such, Rabiu *et al* (2024) opined that both parties must understand the message succinctly, for it to make meaning and be effective. When messages and information are well understood, instructions will be carried out with ease and job performance will be enhanced.

## Conclusion

Based on the findings of this study, it can be concluded that Workplace Climate (Leadership Styles and communication) relate significantly to staff job performance in Akwa Ibom State Civil Service Commission, Uyo, Nigeria.

## Recommendations

Based on the findings of the study, the following recommendations are made:

1. Leaders of organizations should try as much as possible to be effective in their leadership style by being innovative and versatile in their choice of leadership style which should be determined by the situation and individuals involved. This is because no particular leadership style best suits all kinds of individuals and situations. With this, effectiveness will be achieved and staff job performance will be enhanced.
2. Organizational Leaders and other staff members should ensure that they communicate effectively by using all channels of communication and ensuring feedback. This is will clear doubts and roadblocks in communication and people will know what to do, how to do and when to do it.

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