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Assessing the effects of Workplace Climate on Employees Performance in Tamale Area Offices of Social Security and Insurance Trust

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Abstract:
The effects of workplace climate on employees' performance in Tamale Area Offices of SSNIT was studied. A mixed approach was adopted and a survey was conducted with a questionnaire and interview guide as the tools of data collection. The sample of eighty (80) respondents comprising of staff and managers of Tamale Area Offices of SSNIT was drawn and convenience sampling technique was used to select the management while simple random sampling was used to select the staff. The research work revealed that offices of SSNIT are very spacious and airy enough for staff to work in and roles and responsibilities of staff are clearly spelt out supervisors. Also, equipments used by staff has enhanced their effectiveness and efficiency. Staff are able to meet set targets and complete many job tasks and documentations required of on time. Thus, the work climate was good at SSNIT to enhance employees' performance. Management should create the awareness that workplace climate really matters and that it needs the appropriate degree of attention. Also, there should be regular involvement of staff in decisions related to workplace environment to help address concerns or issues promptly.

Keywords: Workplace, workplace climate: employees' performance

1. Introduction

1.1. Background Information

Workplace climate in particular is constantly challenged by changes impacting organisations today (Bevan, 2012). Naharuddinand Sadegi (2013) thought that workplace climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the bottom line will want to stay in the organisation and will want to continue pouring their effort into their work to the benefit of the organisation. One of the significant considerations in the current competitive labour market is a positive workplace climate and in most high performing companies one message that is held in high esteem is "People are an organisation's most important asset" (Gomes-Mejia, Balkin, &Cardy, 2010, p. 45).

Public organisations like the Social Security and Nati onal Insurance Trust(SSNIT) are important segments of any national economy and a major c onstructof its social infrastructure .However, bureaucratic entities being, they are frequently criticized for lacking a highly innovative climate and for having strong authoritarian chains of control,dual line of leadership (administrative and political) as well as a non-competitive style rviceof se(MacCormick & Parker, 2010). Whereas serious improvements in the image and productivity of public organisations have been made in recent years there is still much to progress in this respect. Workplace climate among public sector organisationsis important as it has an immense effect on the r outinesof daily lives, interactions with other citizens and with governmental institutions,overall satisfaction with life, and prosperity under the political umbrella of the administrati on (MacCormick& Parker, 2010). Notwithstanding this, many enterprises including governmental institutions pay a lot of attention to employee performance enhancement through acquisition of skills,capacity building,training and development. However, research has shown that about 86% of performance problems reside in the workplace environment of organisations Taiwo, 2010). It is against this backgroundthat this research assesses the effects of workplace climate on employees' performance in Tamale area office of (Social Security and National Insurance Trust).

The general objectiveof this study was t o examine the effectsof workplace climate on employees' performance in Tamale Area Offices of SSNIT.Specifically, following objectives were researched on the.

   i.   T o assess the effectsof workplace climate on employees' performance inthe Tamale Area officesof SSNIT.

In pursuance of theobjectives stated, the following research questions are examined.

   ii.   What are the effects of workplace climate on employee performance of the Tamale Area officesof SSNIT?

1.2. Significance of the Study

The findings of this study will enhance the researcher's knowledge on the current information related to workplace climate and employees' performance .It may also guide researchers on the related subjects .Also ,it provides some assistance to management of

SSNIT to create and focus on workplace climate strategies that seek to improve emplfoyee perormance. The Ministry of Manpower and Labour Relations and other stakeholders in the labour sector will appreciate how workplace climate influence empl 'soye performance in the public sector .

2. Literature Review

Work provides for basic subsistence needs and decent living conditions, this is not its only function. To Harpaz and Fu(2012),work is, above all, an activity through which an individual fits into the world, creates new relations,uses histalents,learns and grows to develops his identity and a sense of belonging.Therefore, working is a meaningful way to pr oveone's existence, andhopefully,that it is worth to be lived. Strauser and Lustig (2013) explained the meaning of work in three different ways. These included significance work, direction,subject orientation toward w ork and the effectof coherence.

2.1. Workplace

Haynes (2012) indicated that workplace is a concept, which has been operationalized by analyzing the extent to which employees perceive the immediate surroundings' as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organisation and the environment is a key determinant of the quality of their work and their level of performance. Amir and Shamim (2010) opined that workplace is considered as the composite of the two components;physical and behavioural. The physical environment consists of elements that relate t o theoffice occupiers ability tly co physicalonnect with their office environment. The behavioural environment c onsistsof components that relate to how well the officeoccupiers connect with each other. Workplace relationship in the work environment therefore is not only about the environment but how actors build.

2.2. Workplace Climate

Technically, according to Stringer (2010), climate is a set of measurable pr opertiesof the work environment, based on the collective perceptions of the people who work in the environment and demonstrated toinfluence their motivation and behaviour .Schneider)2010 (added that climate is an experientially based descripti onof the work environment and more specifically employees' perceptions of the formal and informal policies,practices and pr ocedures in theirorganisation .To Vaill)2008(, climate is people's perceptions of the corporate environment: what it feels like to work in a place. Climate is viewed as one manifestati onof the culture (Schneider, 2013) that reflects shared perceptions of theorganisation's policies, practices and procedures, as well as employees 'percepti onsof the kinds of behaviour that management rewards, expects, and supports (Reichers& Schneider, 2010).Tagiuri and Litwin (2012) defined workplace climate as the 'relatively enduring quality of the internal environment ofan organisation that (a) is experienced by its members, (b) influences their behaviour, and(c) can be described in termsof values of a particular set of characteristicof the organisation.

Studies have suggested that organisations do n ot have'one climate' ,but enc ompass manyclimates, such as the service climate (Schneider,2010), the human resource development climate(Biswajeet, 2012), the safety climate (Probst,2014the inn(ovation climate)Bare &Frese ,2013 the ethical climate((Starratt,2011),political climate(Drory,2010)the justice climate)Leventhal,2010the leadership (climate(Chen&Bliese, 2012) and the participative climate(Tesluket al.,2011). Thus, workplace climate is the shared perceptions, feelings and attitudes that organisational members have ab out the fundamental elementsof the organisation, which reflect the established norms, values and attitudes of the organisation's culture and influences individuals' behaviour p ositivelyor negatively. Therefore, climate ultimately may have effect on employees' performance.

2.3. The Nature of Workplace Climate

Heerwagen (2010) has outlined new organisational models of Workplace Climate as: cognitive competence; social and interactive competence; the new psychological contractbetween employees and employers; and changes in process and place .Although these domains can be examined separately, they overlap.

On cognitive competence Kirsh (2010, p. 16) asserts that, workers are expected to be more functionally and cognitively fluid and able to work across many kinds of tasks and situations'. Howard)2011 (advanced Kirsh's comments by indicating that the broader span or work, brought about by changes in organisational structure, also creates new demands.

Kirsh (2010) reiterated the fact that vastly increased access to information has made workplace climate both easier and more difficult . The ease comes from ability to rapidly locate and download information from diverse websites.In admission, Zub off and Maxim (2012) stated that the difficulty comes with the need to c nd makes senseonsumer aof new information in a timely fashion.

In a 2010 rep orton the changing nature of workplace climate, the National Research Council)NRC (called for the attention to the imp ortanceof relational and interactive aspects of work (NRC, 2010). As collaboration and collective activity become more prevalent, workers need well-developed social skills, what the report calls 'emotional labour' .

Nishii and Raver (2010) foundworkplace climate that as changes, so dhe natureoes tof the relationship between employees and employers. In the new work context, the informal, 'psychological contract' between workers and employers, what each expects of the other focuses on competency development,continuous training and work/life balance. In contrast, Steele(2010) admitted that theold psychological contract was all about job security and steady advancement within the firm.

Steele (2010) stressed that as job security declines, ists see clmany management scientouds on the horizon and this included the following: corporate indifference ;reduced loyalty and commitment; increased time burdens; and flexible arrangement does not keep up with employee preferences.

M ohrman andGailbraith (2010) estimated that the changing w orkplace climate is driven by theorganisational issues and enabled by technologies that support mobility and easy access to information. In agreement, Heerwagen(2010) acknowledged that these pressure and oppnitiesortu, however, have not resulted in a specific new workplace model.

Many models and ideas exist concurrently. With designs depending on the organisation, its workplace climate, Heerwagen(2010) and the Denver workplace project)2010 (highlighted some key drivers, solutions and potential issues raised by the solution .First and foremost increased use of teams and cross unit work; more pressure for communication and information flow were considered as drivers in changing workplace climate. The solutions are ;more meeting space, greater varietyof meeting spaces (open &enclosed, large&small),smaller individual workspaces and more open individual workspaces. Other solutions considered areunassigned workspaces, greater interior visibility to support awareness, mobile supports)phones, laptops, PDAs, wireless), personal video, instant messaging, desktop team software, m ore useof project rooms, displayed information and work progress,small rooms for individual focus, lockers for personal belongings.

Notable issues and concerns for the changing workplace is increased noise, increased distractions and interruptions, potential for "over communicating", iers tand cultural barro behavioural change.To Ranter)2010the s(olutions are more equitable access tdaylight o, views, and other amenities, more equitable spatial allocati on andworkspace features and amenities for stress reduction and quiet relaxation.

2.4. Effects of Workplace Climate on Employee Performance

Employees' performance is a very significant factor affecting profitability ofanorganisation)Bevan, 2012. The deficiencies identified in the employees bring about a tragedy as associated with lower productivity, profitability and impairment ofoverall organisational effectiveness(Okoyo &Ezejiofor, 2013). Hence, the effects of workplace climate on performance of employees have to be considered.

2.5. Employee Performance

To Khan et al. (2011), incentives at workplace had a positive impact on employee's performance while infrastructure at workplace had n o significant impacton employees. On the contrary Kahy(2011) concluded that there is an impactof jcharacteristics and w oborking conditi onson job performance in a manufacturing setting.Schneider (2010) admitted that the workplace climate is quite vital because it shapes the social and environmental structure organisational improvement and to bring change and promote individual skills and performance outcomes. Perry (2010) have revealed that public sector organisations give better performance when the social environment makes workers to feel good to provide quality services to their citizens.

2.6. Productivity

Patterson, Warr and West(2014) found a positive significancecorrelation between the climate dimensions and c ompanyproductivity. Gelade and Ivery(2013) found global climate to be positively related to salesagainst target ,staff retention, clerical accuracy, customer satisfaction ,and overall goals and objectives of theorganisation .To enhance productivity, the workplace climate needs to be very enabled to allow for employee commitment.

To Hellreigel and Sl ocum(2011) the power of an employee's involvement in the organisation will be enhanced and it makes the employee identify him/herself with the organisation. Tanford et al) .2011 (added that organisational commitment is n otonly restricted to loyalty to the organisation but also extends to achievement of goals and organisational processes. Organisational commitment is more stable than satisfaction because it is less volatile and is not affected by day tay activitieso d.

2.7. Job Satisfaction

Workplace climates that exhibit characteristics such as having a high degree of autonomy ,pr ovidingopportunities f oremployees, nurturing relationships among employees, showing interest in and concern for their employees, recognising employees' accomplishments and holding employees in high regard result in more satisfied workers)Peek ,2013.(

To Bhuttoand Laghari (2012), organisational climate dimensions are positively related to the job satisfaction, such as; organisational structure, identity, and human relations where equity and empowerment are negatively related to the job satisfaction.

3. Methodology

A mixed approach was used in the study and basically the quantitative approach dwell on statistical and numerical measurements of the indicators of climate and organisational performance. The qualitative approach on the other hand was on the opinions of the respondents on the effects of organisational climate on employee's performance.

The target population was the 410 staff of the Tamale Area Office of SSNIT and from this a sample of 80 staff was drawn using the formular $n = \frac{N}{1+N(e)^2}$. A purposive sampling was used to select the management staff who were interviewed and a convenience sample was used in selecting the staff across the study area. An interview guide and a questionnaire were used to collect data from the management and other staff respectively. Questionnaire conveyed questions that required respondents to rate a five –point Likert scale of indicators of workplace climate and employees' performance.

3.1. Respondents Demographics
The respondents were largely youthful as about 49% and 36% of them were of the ages of 20 to 29 years and 30 -39 years respectively. They were also male dominant (67.5%) and about 48% and 33% of the respondents had first degree and master's degree respectively.

Age Range	Frequency	Percentage (%)
20-29	29	36.3
30-39	39	48.7
40-49	3	3.7
50-59	9	11.3
Total	**80**	**100**

Table 1: Age of Respondents
Source: Field Data, 2016

4. Results and Discussions

4.1. Reliability Test
To ensure construct reliability, especially the internal consistency of the questionnaire, a reliability test was conducted in line with the propositions of Nunnally (1978). Thus, a Cronbach alpha of greater than or equal to 0.7 was considered acceptable and a good indication of construct reliability. A test of the questionnaire gave a high interval consistency of the constructs measured as the Cronbach alphas got ranged between 0.985 to 0.987. Table 2 presents detailed of the constructs measured.

Nature	Cronbach's Alpha
The office layout makes work comfortable	0.986
There is no unnecessary noise at the office	0.985
The space in the office is sufficient and airy enough	0.987
The room temperature in the office is appropriate	0.986
There is regular meeting with my supervisor about my personal development.	0.987
My supervisor respects the co-worker's opinions	0.985
My roles and responsibilities are clearly spelt out	0.988
Key performance indicators are achievable	0.987
Employees get prior notice from managers about, important decisions, changes, or plans for the future	0.985
I can rely on my supervisor/line manager to help me out with a work problem	0.985
Cronbach's Alpha	0.987
Number of items	10

Table 2: Reliability Analysis
Source: Field data, 2016

4.1.1. Effects of Workplace Climate on Employee Performance
In assessing the effects of workplace climate on employee performance in the organisation, Table 4displays the results from the responses. It was realized that equipments provided for the work makes employees very efficient. This statement recorded the highest mean of 4.24 and followed by a mean of 4.16 which represents the statement 'effective usage of office equipment normally makes me exceed expectations for the set targets'. From the Table 4most of the respondents representing 56.3% and 58.8% strongly agreed and agreed to the statements respectively. The results indicate that workplace environment has great influence on employee performance.A key informant concurs to the above as he puts it that:
> ➢ The performance of employees is measured based on some key performance indicators.

Thus, respondents revealed that performance are measured by some standards which have been disclosed to all employees. Another respondent noted from the interview that:
> ➢ An efficient employee is one who makes good use of the available resources in a given period.

Therefore, respondents stated that performance is a hallmark and employees have no excuse to perform. This was confirmed by another respondent who asserted that:
> ➢ The existence of some installed new computers has facilitated the efficiency of employees.

This shows that respondents were of the opinion that equipment and its effective usage at the offices have enhanced the performance of most employees in the organisation. In support of the above, Schneider (2010) admitted that the workplace climate is quite vital because it shapes the social and environmental structure, organisational improvement and to bring change and promote individual skills and performance outcomes.

Statements	Strongly Agree (%)	Agree (%)	Indifferent (%)	Disagree (%)	Strongly Disagree (%)	Mean	Std Dev
Conducive environment in the office has improve my ability to complete many job tasks and documentations required of me on time	32.5	48.8	13.8	3.8	1.3	4.08	0.85
The absence of unnecessary noise help me to keep errors to the barest minimum most of the time	38.8	42.5	11.3	5.0	2.5	4.10	0.96
Equipments provided for the work I do makes me very efficient	28.0	56.3	6.3	2.5	0	4.24	0.68
Effective usage of office equipment normally makes me exceed expectations for the set targets	30.0	58.8	8.8	2.5	0	4.16	0.68
Cordial relationship with my supervisor gives me room to make suggestions towards improvement of procedures and processes	38.8	45.0	8.8	5.0	2.5	4.13	0.95
Environment in the office gives me recognition for my outstanding work	16.3	68.8	10.0	1.3	3.8	3.93	0.81
Conducive environment has enabled customers to regularly and voluntarily appreciate services provided	23.8	60.0	12.5	3.8	0	4.04	0.72

Table 3: Effects of workplace climate on employee performance of the Tamale Area offices of SSNIT
Source: Field data, 2016 N=80

4.1.2. Effects of Nature of Workplace on Employees' Performance

This section of the study provided empirical evidence of the effects of nature of workplace climate on employees' performance. This involved the estimation of mean values from a five point likert scale arrange as strongly agreed (5) to strongly disagreed (1). This means the highest mean values indicates agreement and vice versa. Using probability values, z-value is said to be significant at1% if the p-value is less than 0.001. From the result, all estimated z-values were significant apart from nature of workplace climate which talks about 'regular meeting with supervisor about staff personal development'.

From Table 4, the indicator of workplace climate is 'the space in the office is sufficient and airy enough' recorded the highest mean of 4.14. This means that among all the nature of workplace climate, the respondents agreed that sufficient space and adequate circulation of air in the office affects performance mostly. This is followed by 'clearly, spelt out roles and responsibilities of staff, with a mean of 4.00. Also, other aspects of workplace climate that affect the performance of employees are office layout, employees getting prior notice from managers about important decisions, changes, or plans for the future, achievable key performance indicators, absence of unnecessary noise at the office, supervisor respects to the co-worker's opinions, supervisor/line manager ability to help out staff with a work problem and appropriate room temperature in the office. Visher (2010) established that work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the amount and availability of file and work storage have effects on individual and team performance. However, 'there is regular meeting with my supervisor about my personal development' is a workplace climate indicator that does not exist in the organisation. It recorded the least mean of 3.45. This implies that junior staff do not regularly meet with their supervisors about their personal development. Since the p-value is equal to 0.001 at 1% indicates that there is no significance between this nature of workplace climate and performance of employees. Therefore, it does not have any effect on employee performance.

Nature	Mean	Std. Dev	Z	P
The office layout makes work comfortable	3.95	1.10	8.216	0.000**
There is no unnecessary noise at the office	3.85	1.02	7.953	0.000**
The space in the office is sufficient and airy enough	4.14	0.83	11.640	0.000**
The room temperature in the office is appropriate	3.74	1.06	5.698	0.000**
There is regular meeting with my supervisor about my personal development.	3.45	1.12	4.081	0.001
My supervisor respects the co-worker's opinions	3.85	0.92	8.305	0.000**
My roles and responsibilities are clearly spelt out	4.00	0.68	12.750	0.000**
Key performance indicators are achievable	3.88	0.77	9.674	0.000**
Employees get prior notice from managers about, important decisions, changes, or plans for the future	3.89	0.97	7.703	0.000**
I can rely on my supervisor/line manager to help me out with a work problem	3.85	1.02	6.953	0.000**

Table 4: Nature of workplace climate in the Tamale Area Office
Descriptive statistics and z-test
*Note: **significant at p<0.01   Source: Field data, 2016*

4.1.3. Effects of Workplace Climate on Employee Performance

From the result as shown on Table 5 the major effects of workplace climate on the employees have been spelt out. According to the respondents, equipments provided by the organisation make them very efficient. This recorded the highest mean of 4.24. From the interviews conducted, respondents admitted that: modern equipments enhance quick delivery of duties assigned to them. This contributes to meeting daily targets by completing many tasks on time. This implies that there is high productivity since staff exceeds expectations for the set targets due to effective usage of office equipments. Respondents added in their interview responses that when new equipments are installed, daily targets from their respective departments are attained to the expectation of supervisors. Visher (2010) asserted that the impact of work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the amount and availability of file and work storage on individual and team performance.

Also, staff are motivated to make suggestions to their supervisors due to the presence of cordial relationship and the absence of unnecessary noise. Finally, another effect is customers appreciating services provided which leads to customer satisfaction.

Performance	Mean	Std. Dev	Z	P
Conducive environment in the office has improve my ability to complete many job tasks and documentations required of meon time	4.08	0.85	10.765	0.000**
The absence of unnecessary noise help me to keep errors to the barest minimum most of the time	4.10	0.96	9.721	0.000**
Equipments provided for the work I do makes me very efficient	4.24	0.68	15.787	0.000**
Effective usage of office equipment normally makes me exceed expectations for the set targets	4.16	0.68	15.716	0.000**
Cordial relationship with my supervisor gives me room to make suggestions towards improvement of procedures and processes	4.13	0.95	11.133	0.000**
Environment in the office gives me recognition for my outstanding work	3.93	0.81	9.742	0.000**
Conducive environment has enabled customers to regularly and voluntarily appreciate services provided	4.04	0.72	13.399	0.000**

Table 5: Effects of workplace climate on employee performance
Descriptive statistics and z-test
*Note: **significant at p<0.01*
Source: Field data, 2016

4.1.4. Correlation Analysis

Correlation provides the directional relationship between workplace climate and employee performance. Table 6shows that the correlations between the individual statements of workplace climate and employee performance are all positive and significant.

From Table 6, a strong positive relationship exists between workplace climate and employee performance. This means that all the correlation coefficients were positive and significance implying that as the organisation adopts workplace climate as a priority, their corresponding effect on employee's performance on the organisation also increase. This confirms that workplace climate significantly correlates to employee performance. This is similar to the findings of Patterson, Warr and West (2014) found a positive significance correlation of workplace climate and productivity of employees.

	1	2	3	4	5	6	7	8
The office layout makes work comfortable	1	0.920(000)	0.948(000)	0.896(000)	0.903(000)	0.941(0000)	0.850(000)	0.881(000)
There is no unnecessary noise at the office	1	0.900(000)	0.905(000)	0.837(000)	0.889(000)	0.898(000)	0.877(000)	0.939(000)
The space in the office is sufficient and airy enough	1	0.923(000)	0.924(000)	0.942(000)	0.933(000)	0.936(000)	0.857(000)	0.873(000)
The room temperature in the office is appropriate	1	0.886 (000)	0.891(000)	0.822(0000	0.860(000)	0.888(000)	0.860 (000)	0.939 (000)
There is regular meeting with my supervisor about my personal development.	1	0.822 (000)	0.870 (000)	0.770 (000)	0.777 (000)	0.851 (000)	0.804 (000)	0.824 (000)
My supervisor respects the co-worker's opinions	1	0.873 (000)	0.894 (000)	0.852 (000)	0.869 (000)	0.884 (000)	0.875 (000)	0.912 (000)
My roles and responsibilities are clearly spelt out	1	0.857(000)	0.838 (000)	0.800 (000)	0.851 (000)	0.852 (000)	0.952 (000)	0.938 (000)
Key performance indicators are achievable	1	0.863 (000)	0.872 (000)	0.784 (000)	0.810 (000)	0.856 (000)	0.922 (000)	0.878 (000)
Employees get prior notice from managers about, important decisions, changes, or plans for the future	1	0.899 (000)	0.909 (000)	0.869 (000)	0.909 (000)	0.900 (000)	0.847 (000)	0.915 (000)
I can rely on my supervisor/line manager to help me out with a work problem	1	0.885 (000)	0.905 (000)	0.837 (000)	0.871 (000)	0.898 (000)	0.893 (000)	0.922 (000)

Table 6: Correlation matrix showing relationship between indicators of workplace climate
*Note: **significant at p<0.01*
Source: Field data, 2016

4.1.5. Regression Analysis

Regression analysis tells the casuality effect of all the statements under nature of workplace climate on employee performance. From the Table 7, the dependent variable is performance and the independence variable is all the statements under workplace climate. From

the table, the estimated F-value was significant indicating that the model estimated is appropriate while the R-square was 0.934. This means that the statements under nature of workplace climate contribute 93.4% of the performance of employees at Tamale Area offices of SSNIT. This shows that nature of workplace climate has a significant effect on employee performance, therefore an improvement in workplace climate will lead to an increase in the performance of employees.

Variable	Coefficient	Std Err	t-value	p-value
The office layout makes work comfortable	0.955	0.023	28.394	0.000
There is no unnecessary noise at the office	0.939	0.029	24.162	0.000
The space in the office is sufficient and airy enough	0.960	0.029	30.240	0.000
The room temperature in the office is appropriate	0.924	0.031	21.407	0.000
There is regular meeting with my supervisor about my personal development.	0.863	0.039	15.106	0.000
My supervisor respects the co-worker's opinions	0.926	0.036	21.616	0.000
My roles and responsibilities are clearly spelt out	0.914	0.052	19.859	0.000
Key performance indicators are achievable	0.902	0.049	18.414	0.000
Employees get prior notice from managers about, important decisions, changes, or plans for the future	0.939	0.031	24.096	0.000
I can rely on my supervisor/line manager to help me out with a work problem	0.935	0.030	23.206	0.000
R-Square		0.934		
Adjusted R-Square		0.933		
F-value		1095.828		

Table 7: Regression analysis showing relationship between workplace climate and performance
*Note: **significant at p<0.01*
Source:Fielddata,2016

5. Summary of Findings, Conclusion and Recommendations

5.1.1. Nature of Workplace Climate in the Organisation
From the results, using the mean values, statements listed determines the nature of workplace climate in the organisation except one. This was validated by interviews responses. The only statement that does not exist in the organisation is the regular meeting between staff and supervisors about personal development. However, majority of the respondents agreed that the space in the office is sufficient and that there is enough passage of air in the office. Also, most of the respondents agreed that staff roles and responsibilities are clearly spelt out. There are strong indications from the interview responses that management of the organisationis aware of the existence of the positive relationship of workplace climate and its influence on employees and the organisation as a whole.

5.1.2. Effects of Workplace Climate on the Employees' Performance
With respect to the effects of workplace climate on the performance of employees, it was revealed that all the statements on the effects of workplace climate on employee's performance can be related to the organisation. These include: conducive environment in the office improves staff ability to complete many job tasks and documents; absence of unnecessary noise helps keep errors to the barest minimum most of the time; equipments provided for the work makes employees very efficient; effective usage of office equipment makes employees exceed expectations for the set targets; cordial relationship with supervisor gives employees room to make suggestions towards of procedures and process; environment in the office gives employees recognition for an outstanding work; and conducive environment has enabled customers to regularly and voluntarily appreciate service. From the mean results, majority of the respondents agreed that equipments provided for the work makes employees very efficient. Other effects included conducive environment in the office has improve the ability to complete many job tasks and documentations required of on time. The mean results indicate that workplace environment has positive effects on employee performance.
Also, correlation analysis revealed that there is a positive correlation between the existing workplace climate and employee performance. For instance, the more new or modern equipments are installed and the effective usage of these equipment, the more staff become efficient in their service delivery, consequently, leading to productivity and customer satisfaction.
From the regression analysis, also, it was revealed that workplace climate contributes very significantly to the performance of employees. This means workplace climate has a very strong positive effect on the performance of employee and the organisation as well.

5.2. Conclusion
The study provided a deep insight of the nature of workplace climate that exist in the Tamale Area office of SSNIT. From the findings of the study, it was concluded that offices of the organisation are very spacious and airy enough. This can be minimised congestion to its barest minimum and promote safe and healthy working environment. This provides enabling environment for the employees to perform their work very well.

All the existing nature of workplace climate has positive relationship on both the employees and the organisation and this made the staff very effective and efficient due to the equipments, the organisation has provided. Moreover, staff is given the needed recognition, complete many job tasks, meet targets set and also make inputs to the improvement of procedures and processes.

5.3. Recommendations
The study revealed that regular meeting with supervisors about staff development do not exist as a nature of workplace climate. In view of this it is recommended that supervisors or management should prioritize the personal growth and development of staff. This will serve as a morale booster to enhance performance.
Since physical components can enhance the performance level of employees, management should invest more in providing better office building and equipment. This will contribute towards increase in output and exceptional improvement in employees' performance.
There should be the awareness created by top management especially that workplace climate really matters and that it needs the appropriate degree of attention. This is intended to make employees feel that they are of importance to the organisation.
Also, there should be regular involvement of staff on decisions related to workplace environment. This will help address concerns or issues that negatively affect the performance of employees. Further, attention can be given to integration of work life and family balance factors to human element effectiveness which requires its development, maintaining, achieving the integration and balance with the organisation where they work to achieve satisfaction and commitment on permanent basis and growing their creative energies thus helping to achieve the organisation's objectives in an integrated manner.
Steering on organisational climate must be an everyday business, rather than incidentally taking improvement actions. Furthermore, it must be a tailored approach for different cultures and persons; different people have different perceptions.
Efforts should be made to enhance workplace climate at all levels of the organisation. Line management is in direct contact with most of the employees in the organisation. Though, the effect of senior management on organisational climate perception should not be underestimated. Therefore, all categories of employees should be involved to feel that they are also valued and supported by them. This can be done by arranging meetings, in which employees from lower hierarchical levels get into touch with senior management, for instance, senior management having lunch with employees once in a while can afford a good interaction on how to enhance workplace climate.

5.4. Recommendations for Further Studies
In future, further studies can be carried out on private organisations and also the sample size should be increased on further studies to cover more on all categories to ensure more representative findings on the effects of workplace climate on the employees' performance

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