

# MODERATING EFFECT OF ORGANISATIONAL CLIMATE ON EMPLOYEE VOICE AND PRODUCTIVITY OF MANUFACTURING FIRMS: A STUDY OF DANGOTE CEMENT GBOKO PLANT

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***Pages 174 - 186***

## ABSTRACT

This study investigated the moderating effect of organisational climate on employee voice and productivity in Dangote Cement Plc Gboko Plant. Descriptive survey research and simple random stratified sampling were used. 260 participants were drawn from 520 total staff of the Company. Data were collected through a standardized questionnaire. Multiple regression analysis was used for data analysis and testing of hypotheses with Statistical Package for Social Sciences (SPSS v.23). The study found that collective voice and individual voice all had positive and significant effect on productivity. Nevertheless, organisational climate moderated positively and significantly the effect on collective voice and productivity. Finally, there was a moderation of organizational climate on individual voice and productivity. The researcher, therefore, concluded that employee voice and organizational climate influenced productivity. Therefore, it was recommended among other things that the management of the company should provide the employee with a voice and a healthy organisational climate.

**Keywords:** Employee Voice, Collective Voice, Individual Voice, Organizational Climate, Productivity.

## INTRODUCTION

The contemporary business environment is gripped with intense competition among firms within an industry in such a magnitude that firms have to outsmart others in order to achieve effectiveness and remain relevant in such an industry. Shintri and Bharamanaikar (2017) added that economic reforms, technological advancement, the constant need to strive for excellence, and cut-throat competition, have just not brought changes into the business arena, but also changed the atmosphere in the manufacturing organisations (Ali & Al-Attili, 2019; Ali & Patnaik, 2014; Alsubaie, 2021; Lam & Mayer, 2014; Cascio & Montealegre, 2016; Pavitra & Sarikwal, 2018;). To achieve optimum productivity, firms are continuously in search of ways that can enhance such goals. This is also evidenced in the kind of employee organisations attract to work in such organisations. Employees with desired and required competencies are usually hired with the expectation of leveraging the organisation's other resources that translate into desired performance (Um-e-Rubbab & Naqvi, 2020; Agbaeze, Yusuf, Agu, Monyei & Chukwuma, 2017). Also, employees deserve to participate in organisational decisions using their ideas, opinions, and suggestions, which are usually expressed as language behaviours, as this provides a sense of belonging, psychological responsibility for their organisations, and the organisation's overall productivity (Tang, 2015). This means that the employee voice is an indispensable tool in the organisation.

Employer Voice offers organisations the opportunity to learn more about their weaknesses and mistakes. This in turn helps to avoid financial and social losses and improve the quality and innovation of the company's services and products (Alfes, Truss, Soane, Rees & Gatenby, 2013; Bai, Lin & Liu, 2017). Employee voice is an essential tool for organisational productivity that addresses employees' views on matters that affect them. It describes a form of two-way dialogue that enables employees to influence work processes and includes the processes of involvement,

participation, upward problem solving and upward communication (Mowbray, 2016; Imek & Grler, 2019; Saeed, Afsar, Shahjehan & Shah, 2019).

Voice can be expressed by employees themselves or through their representative unions. This, therefore, entails that employee voice can be directly or indirectly, individually or collectively, formally or informally expressed (Wilkinson, Barry, & Morrison, 2020). Direct voice can be through joint consultations (collectively) and individual levels. It can be indirect in form of union representatives (Chartered Institute of Personnel Development, CIPD, 2021; Alfayad & Arif, 2017). Formally, Participation can be expressed in recruitment surveys and suggestion schemes, while informal participation can take the form of team meetings. For this study, the researcher separated collective voice and individual voice as forms or mechanisms of employee voice. The collective voice includes the medium through which workers express their concerns through union representation or collective consultation, while the individual voice refers to the expression of ideas, opinions, suggestions and grievances without recourse to their unions or any form of representation (Akinwale, 2019; Berberoğlu, 2018).

Şimşek and Gürler (2019) submitted that employee voice may elicit many valuable improvements for the organisations such as enhanced organisational decision-making, and discovering the real reasons for the problems about work issues. (Şimşek & Gürler, 2019; Buabeng, 2017; Dwomoh, 2012). Whether employee voice is expressed directly or indirectly within an organisation, such expression is not automatic but dependent, and a function of the employees' perception and interpretation of their work environment as being free and enabling. For employees to engage in voice behaviour, the organisational climate will determine whether they voice out or remain silent (Ni, 2019).

The organisational climate represents the way in which individuals in an organisation perceive and characterize their environment as free or restricted based on attitudes and values. Shintri and Bharamanaikar (2017) explained organisational climate as the perception of the workplace by the employees and their behavioural results create the organisational climate. For instance, perceptions may be notions of collaboration, leadership support,

trust, fairness, kindness, conflict, performance standards, and commitment (Rožman & Štrukelj, 2021; Cygler, Sroka, Solesvik & Derbkowska, 2018; Kost-Bobanovi & Bobanovi, 2013; Saeed, Afsar, Shahjehan & Shah, 2019; Viitala, Tanskanen & S€antti, 2015). If the climate is such that allows employees to express their concerns, innovative initiatives, opinions and grievances, the organisation stand a better chance of utilizing the innovations and opinions in order to make decisions that would enhance productivity in such organisations.

### STATEMENT OF THE PROBLEM

Work environments are changing in response to rapid innovation, competition and long-term sustainability. The increasingly globalized work environment has encouraged organisations to continuously adapt, learn and innovate in order to both survive in the long term and improve organisational productivity. Organisations achieve high levels of productivity through employees who enter the organisation with diverse competencies, skills and abilities that the organisation relies on to accomplish tasks. Some may have gained the required experience in their job while previously working in other organisational environments that they may wish to transfer to their current jobs. However, due to the nature of their current organisation, in most cases they face resistance as the climate does not allow them to express their opinions or have a say in the organisation.

Manufacturing companies usually hire diverse employees to work in their organisations because of the size and nature of the operations carried out. Dangote Cement Plc Gboko plant is one such big company with employees from different cultural and educational backgrounds as well as skills. Dangote Cement Company has experienced increased sales over the years as a major manufacturer and distributor of Cement in Nigeria. Is the increased sale attributable to the ideas, opinions or suggestions made by employees of the company in decision-making processes? Does the climate of the company allow employees to have a say? Arising from these pertinent questions, the researcher is keen to know whether or not employee voice and organisational climate are responsible for the increased sale and the overall effectiveness of Dangote Cement Company Gboko.

### OBJECTIVES OF THE STUDY

This study seeks to determine the moderating effect of organisational climate on employee voice and productivity as the major objective. Nevertheless, the researcher seeks to achieve the following specific objectives;

1. To investigate the effect of collective voice on productivity in Dangote Cement Plc Gboko Plant.
2. To inquire about the effect of individual voice on productivity in Dangote Cement Plc Gboko Plant.
3. To explore the moderating effect of organisational climate on collective voice and productivity in Dangote Cement Plc Gboko Plant.
4. To examine the moderation of organisational climate on individual voice and productivity in Dangote Cement Plc Gboko Plant.

### HYPOTHESES OF THE STUDY

The following hypotheses have been laid out to guide the researcher in data collection and analysis.

- Ho1:** Collective voice has no effect on productivity in Dangote Cement Plc Gboko Plant.
- Ho2:** Individual voice does not have any effect on productivity in Dangote Cement Plc Gboko Plant.
- Ho3:** Organisational climate does not moderate the effect of collective voice on productivity in Dangote Cement Plc Gboko Plant.
- Ho4:** Organisational climate has no moderating influence on individual voice and productivity in Dangote Cement Plc Gboko Plant.

### SIGNIFICANCE OF THE STUDY

It is the expectation of the researcher that the study will be of paramount importance to many stakeholders such as the study organisation as it will reawaken the management of the importance of allowing employees have a say in the organisation. The findings will help the organisation to appreciate the importance of the study to the effectiveness of the company as it will enhance more revenue and ultimate profitability. This study can be of importance to other manufacturing firms in Nigeria especially those in the same line of operations.

Nevertheless, the government would benefit through taxes, policymakers, researchers and the employees as consumers.

## REVIEW OF RELATED LITERATURE

### Employee Voice

The term employee voice is considered by various scholars in the field of management and organisational psychology. The term is used to suggest participation or involvement, depending on the user's perspective and choice. This means that the term can be used interchangeably without losing its meaning. In this context, however, the employee voice would be used. Employee voice refers to the voice of employees in their organisation. Wilkinson and Fay (2011, p. 65) define employee voice as the way in which employees in the organisation in which they work can have a say in work activities and decision-making issues. In Constantin and Baias (2015), the term employee voice refers to organisational processes that allow employees to feel well informed and have a say in what is going on in their organisation. The language behaviour of employees is crucial to the effectiveness of an organisation (Jha et al., 2019; Mowbray, 2016; Rees et al., 2013). Although some researchers have viewed employee voice as an additional role behaviour necessary to facilitate the effective operation of an organisation (Salman, Awan, & Habib, 2020).

Studies have found that when employees feel they have ample opportunities to communicate their concerns to management, they have more positive attitudes, which translate to higher performance. The employee voice has a positive impact on the quality and productivity of the organisation (Wilkinson and Fay, 2011). Opportunity to speak up leads to faster knowledge transfer, innovation, and effective problem-solving (CIPD, 2020; Tang, 2016). Therefore, constructive language behaviour should be encouraged as it can help to highlight likely technical complications in a work area and the ideas that may be essential to an organisation's effectiveness (Ni, 2021).

Employees voice can be directly or indirectly, formally or informally, and as individuals or through collective form (CIPD, 2021; Cascio & Montealegre, 2016; Salman, Awan & Habib, 2020). Individual voice refers to when employees express their voice in the organisation without recourse to their union. By this, they engage in the use of suggestions boxes

and attitudes surveys. On the one hand, collective voice entails that employees use their unions and work councils to express their say in an organisation (CIPD, 2021; Salman et al, 2020). However, employees' say in the organisation would be dependent on whether the organisational climate is permissible. Studies have shown that employees who enjoy free voice tend to engage in citizenship behaviour, are affectively committed to the organisation, motivated and work towards ensuring the organisation achieves its goals (Şimşek & Gürler, 2019). Most times managers may not have access to full information and quick decisions may require them to rely on the inputs, suggestions and opinions of the employees to arrive at a better decision (Mowbray, 2016; Jha et al, 2019). Therefore, managers of organisations must ensure employees express their concerns freely in the organisation.

### ORGANISATIONAL CLIMATE

Organisational climate is an abstract concept. Holloway (2012) defines organisational climate as a set of measurable characteristics of the work environment, perceived either directly or indirectly by the employees working within the organisational environment, that influences and motivates their behaviour. According to Mutonyi, Slatten and Lien (2020), organisational climate refers to the values and beliefs that are not visible but are present in employees' behaviour and actions. However, the researcher defined the concept as employees perceiving their work environment as free from voice and involvement in the affairs of the organisation. Organisational climate is a multifaceted construct with many variables used in the existing literature, hence there is no commonly accepted definition of the term (Bos-Nehles & Veenendaal, 2017; Moghimi & Subramaniam, 2013; Mutonyi, Slatten & Lien, 2020). There are numerous different climates in the literature such as ethics, safety, innovation, reward, motivation, trust, collaboration and communication climate (Shintri & Bharamanaikar, 2017; Roman & trukelj, 2021; Buabeng, 2017). Here, the researcher viewed the organisational climate as appropriate to drive the productivity of the organisation's underwriting amidst a changing business environment that requires companies to innovate to cope with the changes. Organisational climate is the freedom and encouragement of an

organisation to initiate and implement new ideas about methods and processes of production or manufacturing.

### CONCEPT OF PRODUCTIVITY

Productivity is a relative concept and company-specific. It is the ratio of input to output. Gordon, Zhao, and Gretton (2015) consider productivity to be the efficiency with which firms, organisations, industry, and the economy as a whole convert input (labour, capital, and raw materials) into outputs. Productivity increases when output grows faster than input, making the inputs available more productive (Dewua et al, 2021). Productivity doesn't reflect how much we appreciate the results. It just measures how efficiently we use our resources to produce them (Gordon, Zhao & Gretton, 2015; Torre, 2018).

To Queensland Productivity Commission (QPC, 2016), productivity is the efficiency with which an entity such as a firm or industry, or at the aggregate level an economy, uses its resources (labour, materials and capital) in the process of producing output in the form of goods and services to generate. Whilst there is no disagreement over this general term, a look at the productivity literature and its various applications very quickly reveals that there is no clear purpose or a single measure of productivity (Akinwale, 2019).

Rees, Alfes, and Gatenby (2013) emphasized that worker productivity is what the worker produces with the least effort. Productivity is a ratio to measure how well an organisation, person, industry and nation are putting resources, labour, materials and machinery into finished goods and services with improved lead time (Akinwale, 2019). Today, there is ever-increasing competition from industry, and research has consistently shown that employees perform better when they have the idea that their efforts and work are valued and valued at all times (Jha et al., 2019; Eydi, 2015; Emelilifeonwa & Valk, 2015). This shows that it is fundamental to keep productivity high by motivating and supporting employees to drive the company's business forward to achieve the goals set for the organisation. Akinwale (2019) concluded that it is not just the responsibility of individual employees to remain productive, but rather the responsibility of the organisation's management to ensure that a supportive work culture is established for the organisation to create a high-performing culture

in the workplace organisation among their employees.

### LINKING EMPLOYEE VOICE, ORGANISATIONAL CLIMATE AND PRODUCTIVITY

The influential effect of employee voice on productivity cannot be overemphasized. However, it is worth mentioning the fundamental influence it has on the productivity of organisations. Employees serve as a reservoir of knowledge, ideas, opinions and suggestions from which the organisation can draw to increase its productivity (Jha et al, 2019). Similarly, employees also express their grievances through voice, which can be constructive or destructive depending on the nature of the grievance. Also, the manager of the organisation may not have all the time to attend to every problem in the organisation and therefore pays attention to the employees to better manage the organisation to achieve optimum productivity (Eydi, 2015; Kwon et al., 2016; Lamm & Mayer, 2015). This means that productivity is to a greater extent a function of employee voice, hence various scholars have endorsed this claim that voice has a positive significant effect on organisational productivity.

However, employee voice is measured by employee perceptions of the procedures, processes and practices in their work environment that may be allowed or restricted to speak out, so they may remain silent or have a say in the organisation (Wilkinson et al., 2020; Van Dyne et al., 2003). This means that the ideas, knowledge and innovations of employees can only be beneficial in the organisation if employees are allowed to freely voice their concerns, therefore organisational climate mitigates the effect of employee voice on organisational productivity (Viitala, Tanzanians & Santi, 2015). Therefore, managers have recognized the need to give employees the advancement to express their voice in the affairs of the organisation and in matters that influence them as employees. Wanyama (2016) argued that the notion that the manager is autocratic and takes the lead in everything has now faded as the position is now viewed as more of a responsibility than an authority.

### EMPIRICAL REVIEW

Several studies have been carried out on the effect of employee voice on productivity however they failed to acknowledge the fact that employees would have the freedom to express their voice only if the organisational environment is free from restrictions. In this light, the researcher would review some empirical works relevant to this study.

Mutonyi et al. (2020) examined the role of organisational climate in employee creative performance using the public sector as an empirical context. The data for this study was collected from one of the largest governmental transport organisations in Norway, which focused on innovation and innovative work. The results showed that the organisational climate plays an important role in the creative performance of employees. Organisational climate showed a positive and significant association with the two creative performance variables considered in this study. Furthermore, the study showed that individual creativity mediates the relationship between organisational climate and individual innovation behaviour. However, the study was conducted outside Nigeria and focused on the public sector hence the need for the current study.

According to Rozman et al. (2019), Shuck and Reio (2014), a good organisational climate in the workplace plays a major role in employee well-being at work and is also associated with increased productivity. Simczek and Gurler (2019) investigated the effect of staff voice and its impact on Turkish teachers' work engagement. The study sample consisted of 713 teachers randomly selected from 40 public schools from kindergarten to high school from Aya, Beypazar, Gdl and Sincan districts in Ankara, the capital of Turkey. Scales of employee voice and work engagement were used for data collection. Relationships between variables were measured using Pearson product-moment correlation coefficient and regression analysis. Consequently, the results of the study showed that there is a positive and significant association between employee voice and job engagement. The study focused on Turkey and conducting the same in Nigeria would provide better insight into the trend of employee voice.

Okpu and Kpakol (2018) examined how the use of employee voice will improve work engagement in the Nigerian banking industry, using quality circles as an empirical reference point for employee voice. Work style and the supervisor's supervisory role were used to

measure work engagement. The result of a sample of 186 participants showed a strong positive connection between quality circles and work design; Quality circle and supervisor supervisory function. Although the study was conducted in Nigeria, the researchers used quality circles as staff voice. This study will conduct a robust investigation using various employee voice mechanisms and with an interest in the manufacturing sector.

Nevertheless, in Kenya, Kitur and Rop (2016) investigated the effect of employee voice on employee productivity in energy and lighting companies. Researchers employed a case study research design and used stratified and simple random sampling designs to select a sample. The study used questionnaires to collect data that were later analysed using descriptive statistics. The data were later presented in frequency tables and percentages. The results showed that the productivity impact of employee participation in decision-making at Kenya Power and Lighting Company is that it leads to diverse options, improves and improves the quality of services, offers a broader perspective and brings more alternative solutions, leading to complete customer satisfaction, therefore, improved profits. This study was also outside of the Nigerian context and has been criticized for the data analysis technique, so a similar study in Nigeria would fill in the gaps.

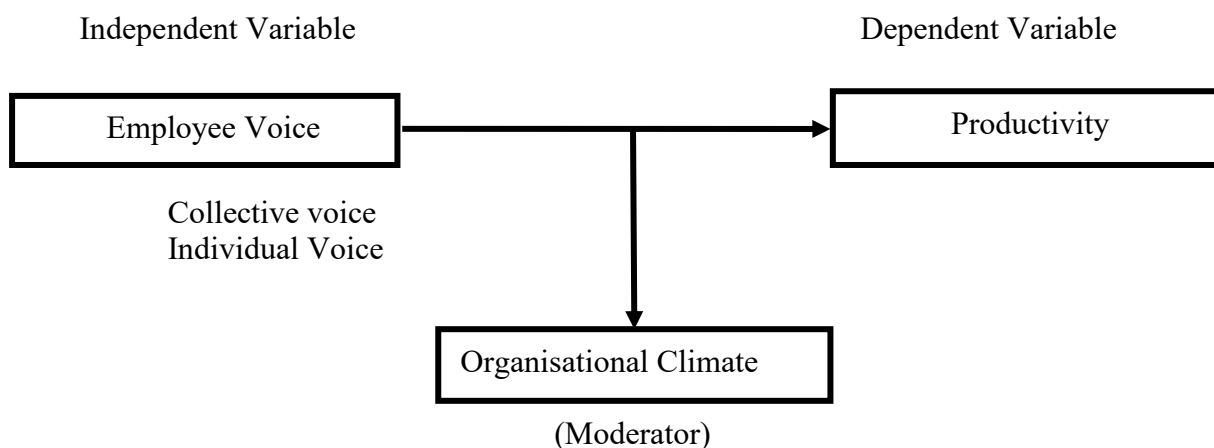
No study had been conducted on the topic in Dangote Cement Gboko hence the need for this study.

## **METHODOLOGY**

This study was descriptive research that sought to explain or describe the interactive effect that exists among the moderating variable, employee voice and productivity hence a descriptive research survey. A standardized questionnaire was adopted from Udu and Aturu-Achedo (2016); Kuria (2017) which comprised three (3) subscales of employee voice and participation were restructured by the researcher into collective and individual employee voice; the organisational climate was measured using team innovativeness scales with five items instrument for data collection. The scales were restructured where necessary to suit the area of study. Organisational productivity was measured using a self-structured questionnaire. 260 participants of this study were drawn from

520 staff strength of Dangote Cement Gboko Plant, Benue State using Taro Yamane (1967) statistical formula. 15% buffer margin was added which increased the sample to 260 staff. Simple random sampling technique was deployed by the researcher because it would

guide against bias in the study. Multiple regression analysis was used and the hypotheses of the study were tested using probability statistics values (P values) using Statistical Package for Social sciences (SPSS v.23).



*Fig. 1.1 Conceptual Model*

*Source: Researcher's Computation*

## DATA PRESENTATION AND ANALYSIS

**Table 1.1: Response Rate from Respondents**

Response Rate of Questionnaire	Frequency
Number of Distributed Questionnaire	260
Returned Questionnaire	241
Questionnaire used for Analysis	233
Unreturned Questionnaire	19
Response Rate	89.6%
Non-Response Rate	10.4%

*Source: Field Survey, 2021*

Table 1.1 above, explained 260 questionnaires were issued out to respondents but only 241 were returned. And only 233 (91.9%) of the returned questionnaire were used for analysis. 10.4% of questionnaires were not returned and used in the research. The percentage of response received was considered adequate by the researcher for further analysis.

**Table 1.2: Presentation and Analysis of Respondents' Demographic Variables**

	Frequencies	Percentage (%)
<b>Gender of Respondents</b>		
Female	89	38.2
Male	144	61.8
<b>Total</b>	<b>233</b>	<b>100.0</b>
<b>Age of Respondents</b>		
20-29yrs	102	43.8
30-39yrs	64	27.5
40-49yrs	40	17.2
Above 49yrs	27	11.6
<b>Total</b>	<b>233</b>	<b>100.0</b>
<b>Respondents' Education</b>		

# MODERATING EFFECT OF ORGANISATIONAL CLIMATE ON EMPLOYEE VOICE AND PRODUCTIVITY

SSCE	41	17.6
ND/NCE	76	32.6
HND/B.Sc.	95	40.8
M.Sc./PhD	21	9.0
<b>Total</b>	<b>233</b>	<b>100.0</b>
<b>Respondents' Experience</b>		
0-9yrs	74	31.8
10-19yrs	88	37.8
20-29yrs	49	21.0
Above 29yrs	22	9.4
<b>Total</b>	<b>233</b>	<b>100.0</b>
<b>Respondents' Rank</b>		
Junior Staff	152	65.2
Senior Staff	60	25.8
Middle Manager	11	4.7
Top Manager	10	4.4
<b>Total</b>	<b>233</b>	<b>100.0</b>

*Source: Field Survey, 2022*

From Table 1.2, the data showed that 89 (38.2%) respondents were female while 144 (61.8%) respondents were male. This showed that majority of the study's respondents were male, thus majority of the views expressed in the study reflected the opinion of male employees in the company under investigation.

Table 1.2 further revealed that 102 (43.8%) of the respondents were between 20-29 years, 64 (27.5%) of the respondents were within the age bracket of 30-39 years, 40 (17.2%) respondents were within the age bracket of 40-49 years while 27 (11.6%) respondents were above 49 years. The implication of the data means that majority of the study's respondents were mature enough to understand and contribute meaningfully to the study.

Regarding the educational qualification of the respondents, Table 1.2 explained that 41 (17.6%) of the respondents were secondary

school leavers, 76 (32.6%) respondents held either of National Diploma or NCE, 95 (40.8%) respondents were holders of either HND or Bachelor degree and 21 (9.0%) respondents had their master or Doctorate degrees. This implied that the majority of the respondents were educated and could understand and significantly contribute to the study.

Also, to ascertain the working experience of the respondents, Table 1.2 disclosed that 74 (31.8%) respondents have worked between 0-9 years, 88 (37.8%) respondents had 10-19 years of experience, 49 (21.0%) respondents have worked between 20-29 years and 22 (9.4%) of respondents had worked over 29 years with the Company. It can be seen that the majority of respondents had more than 5 years of experience working with Dangote Cement Plc. Gboko Plant. Thus, they have enough experience to immensely contribute to the study.

## Results and Discussion of Findings

**Table 1.3: Employee Voice and Productivity**

<b>Regression Results: Employee Voice and Productivity</b>					
	<i>B</i>	<i>B</i>	<i>t</i> -test	<i>Sig.</i>	<i>Hypothesis Remark</i>
<b>Constant</b>	.349		0.307)	0.000	
<b>Collective Voice</b>	.211	.271	5.756	0.000	Rejected
<b>Individual Voice</b>	.705	.630		0.000	Rejected
			13.396		

*Note:  $r^2 = .673$ ,  $F(2, 230) = 237.146$ ,  $p < 0.05$*



Source: SPSS Output from Field Survey, 2022

As disclosed in Table 1.3,  $F(2, 230) = 237.146$ ,  $p < 0.05$  entailed that employee voice as proxied by collective voice and individual voice had a significant and positive effect on productivity at Dangote Cement Company Gboko. Nevertheless, the coefficient of determination denoted by  $r^2 = 0.673$  revealed that 67.3% variation in productivity at the company was attributed to employee voice. A beta coefficient of .271 explained that a change in collective voice translated to 27.1% in the productivity of employees at the company. At 0.5 significance level,  $p < 0.05$ , the researcher, therefore, rejected the null hypothesis ( $H_{01}$ ) that collective voice does not affect productivity but accepted that collective

voice has a significant and positive effect on productivity in Dangote Cement Gboko.

Also, the table explained that 63.0% of productivity at the company is influenced by individual voice. The finding implies that where and when employees of the company have a voice, the productivity of the company will increase significantly. Here, an individual voice had the highest significant effect on productivity. Here to  $p < 0.05$  hence null hypothesis ( $H_{02}$ ) was rejected. These findings aligned with studies by Torre (2018), Akinwale (2019), Nassim (2019), Şimşek and Gürlü (2019), Torre, Gritti and Salimi (2021), Ezeanolue and Ezeanyim (2020), Dede (2019).

**Table 1.4: Organisational Climate (Innovative/healthy Climate) Moderation on Employee Voice and Productivity**

**Regression Results: Employee Voice, Organisational Climate and Productivity**

	<i>B</i>	$\beta$	<i>t</i> -test	<i>Sig.</i>	<i>Hypotheses Remark</i>
<b>Constant</b>	10.227		15.432	0.000	
<b>Organisational Climate*Collective Voice</b>	.005	.231	3.193	0.002	Rejected
<b>Organisational Climate*Individual Voice</b>	.020	.623	8.631	0.000	Rejected

Note:  $r^2 = .689$ ,  $F(2, 230) = 254.871$ ,  $p < 0.05$

Source: SPSS Output from Field Survey, 2022

In Table 4.10,  $F(2, 230) = 254.871$ ,  $p = 0.002 < 0.05$  entailed that employee voice had a significant and positive effect on productivity at Dangote Cement Gboko Plant when moderated by organisational climate. Nevertheless,  $r^2 = 0.689$  which is the coefficient of determination revealed that 68.9% variation in productivity in the company was attributed to the interacting effect of organisational climate (innovative/healthy climate) on employee voice leading to productivity. The researcher rejected the null hypothesis ( $H_{03}$ ) at 0.5 significance with  $p < 0.05$ .

More so, the table disclosed that when moderated by organisational climate,

collective voice was found to have a beta value of 0.231 which implied 23.1% of productivity was attainable when there was organisational climate which allows employees to express their concerns in the company under investigation. In the same vein when organisational climate interacted with individual voice, a higher contribution to productivity of 62.3% represented by beta coefficient of .623 was attainable. This implied that having a healthy climate where individual employees are free to express their concerns would lead to higher productivity. Here too, individual voice had the highest significant effect on productivity when moderated by organisational climate

than collective voice. The researcher also rejected the null hypothesis ( $H_{04}$ ) and accepted alternatively that organisational climate moderated the effect of individual voice on productivity in Dangote Cement Gboko. The findings also aligned with Torre (2018), Ali and Al-Attili (2019).

## **CONCLUSION**

Employee voice is an important factor that drives organisational productivity in many organisations. From the findings summarized above the researcher concluded that employee voice which has been proxied by collective and individual voice had a positive and significant effect on productivity. Also, organisational climate (innovative/healthy climate) was found to moderate positively and significantly the effect employee voice had on organisational productivity. The researcher found further from the analysis that the moderator variable revealed a significant effect however, the difference was not much felt in that without the moderator, both collective and individual voice mechanisms had higher contributions to productivity than when the moderator variable had been introduced (see table 1.4).

The researcher, therefore, concluded that employee voice had a positive and significant effect on productivity and that organisational climate moderated the relationship and effect employee voice had on organisational productivity at Dangote Cement Gboko.

## **RECOMMENDATIONS**

Based on the findings of the study, the researcher, therefore, recommended amongst other things that:

- i. Management of the company should provide an enabling working environment that guarantees employees the freedom to express their voice both in collective or individual forms to enhance the business processes, and methods of production especially now that manufacturing firms or organisations are moving towards embracing global best practices of doing business.

- ii. The study recommended that employees who initiative and spring out innovative ideas should be adequately motivated as the study found a positive and significant effect of organisational climate on the productivity of the company. If employees are allowed to think creatively, they will come up with ideas that can help the company achieve greater productivity.
- iii. Apart from employee voice and organisational climate that does account majorly for the company's productivity, management should consider other factors or variables such as a conducive work environment, increased payment of salaries and benefits, and clear-cut goals and responsibilities. These factors bring motivation on the part of employees and employees who are motivated or satisfied with their jobs would exhibit citizenship behaviour and commitment to the company thereby helping the company achieve its goals.

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