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Organisation Climate and Business Success of SMEs In Kogi State

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Abstract: *The study examines the association between organisation climate and business success of SMEs in Kogi State. The survey study comprises of 1,186 SMEs in Kogi State. A sample size of 291was drawn from the population using krejcie and Morgan's 1970 table. The sample elements were given a well-structured questionnaire. Organisational climate was operationalized with norms and standards and interpersonal relations, while profitability and customer satisfaction were used to measure the dependent variable (business success). Spearman rank order correlation coefficient was used for the analysis. The findings show a significant positive relationship between the dimensions of organisational climate and business success. The study concludes that a strong positive significant relationship exists between organisation climate and business success of SMEs in Kogi State. The study recommends inculcating good standards and norms and excellent interpersonal relationship for business success and the SMEs should have a clear rule, shared perceptions of organisational policies, practices, procedures and regulations regarding the work of each and every employee and a well set out supervision that will contributes greatly to the business success.*

Keywords: *Organisation Climate, Norms, Standards, Profitability, Customer Satisfaction, Business Success.*

INTRODUCTION

As organization development evolves institutional practices and insights into human behavior, and a set of principles convey what organizations must do well to thrive. Organizations are adept at identifying specific problems and have at their disposal a host of interventions designed to resolve them, but they operate without broader developmental criteria, or goals, that must be satisfied to preserve companies' ability to compete and grow (O'Malley, 2022). The corporate entrepreneurship, strategy, process, product development, marketing, and economics/finance look at success measures from different angles and knowledge bases and hopefully offer critical clues toward a more fully developed performance model. Many organisations look at success from these five distinct dimensions which are financial, customer/market, process, people development, and the future (Maltz, Shenhar, & Merino, 2001). This makes success a dynamic, ongoing concept, that is being assessed on various timeframes from the very short, to the very long term, and represents multiple stakeholders.

The characteristics that help an organization succeed have changed over the past century. While a highly structured, top-down management style used to be companies' preferred approach to organization, the internet has made this structure (and the layers of hierarchy that developed over decades) irrelevant (Charan, 2022). Organizations succeed over time only when they adapt to the speed and character of external change. Every aspect of an organization from how it operates and is structured to how it is led must match the current yet ever-shifting context in which it exists.

The management who should determine the state of the current organizational climate, translate company values and goals into desired behaviours, improve the working environment, strengthen employee recognition, advance leadership, promote autonomy, and focus on inclusion and belonging to enhance business success (Shani, 2023).

While many articles and books have been written on measuring organizational success, many managers are having difficulty in determining which specific measures are critical to their firm success, and which measures will influence managers to do the right thing, and, in such circumstances, many firms keep focus solely on financial measures. This struggle is also noted in academia, where assessing organizational performance has been a major research topic in organization theory literature for over thirty years. The continuing struggle to define organizational success was reflected in the Conference Board's report on "New Corporate Performance Measures" (Brancato,1995). Hamel and Prahalad (1984) in their study competing for the future suggested new ways to look at the modern organization that is facing continuous change. They claimed that for survival in the long term, firms must invest in creating the future as seen by the potential needs of their customers, and must have the foresight to create and dominate emerging opportunities.

Success in organisations has a lot to do with the organisational climate. A great organizational climate in the workplace motivates employees, boosts morale, improves the company's profile and attracts new talent. The properties of the climate can have a powerful effect on every aspect of the workplace, from productivity to interpersonal relationships. An organizational climate assessment is vital for clarity on where the organization stands today. An organizational climate survey will show what initiatives are having a positive impact on the climate and give insights into the ones that aren't having the desired effect for success, to improve and shape the organizational climate for fruitful firm success.

The perception of leadership in organization greatly influences the work climate. It's therefore crucial that organization has a leadership style that supports its mission and goals and promotes transparency and decision-making. A leader should be a, well-trained professional who has the power to inspire others and tap into their full potential, and foster teamwork. The workplace organizational climate can be improved by identifying the current organizational climate, raising awareness of the company's mission, identifying motivational factors, improving understanding of task delegation and boosting team cooperation, coordination, and competence. Although several studies have been undertaken on organisational climate and business success, respectively, the dearth of empirical study on the influence of organisational climate on the business success of SMEs in Kogi state motivates this study. This study will bridge the gap by exploring ways you can create an excellent organizational climate at the workplace to make it a more productive and fulfilling environment that can enhance business success.

STATEMENT OF PROBLEMS

In many economies around the world, SMEs have played and continue to play important roles in the expansion, modernization, and industrialization of those economies. In Nigeria, SMEs have underperformed due to a variety of issues, which includes, attitudes and habits, environmental issues, multiple taxes and levies, access to modern technology, unfair competition, marketing issues, government instability and frequent policy changes, management, access to finance,

infrastructure, government policy inconsistencies and bureaucracy, and other factors. Therefore, managerial inability to handle the organisational environmental changes are the biggest issue SMEs in Nigeria are facing that contribute to the poor performance and contribution of the SMEs (Onugu, 2005).

Low level of entrepreneurial skills, poor management practises, constrained access to money and capital markets, low equity participation from promoters due to insufficient personal savings due to their level of poverty and low return on investment, inadequate equity capital, poor infrastructural facilities, high rate of enterprise mortality are the main problems of SMEs, which are not insurmountable as a result of poor organisational climate. Other challenges are lack of skilled labour, an abundance of regulatory bodies, an oppressive operating environment, societal and attitudinal issues, issues with integrity and transparency, a lack of knowledge in international trade, limited market access, and bureaucracy that prevents access to information because it can be expensive, time-consuming, and difficult to obtain.

Small and medium-sized enterprises (SMEs) in Nigeria have not performed admirably, and so have not played the expected critical and active role in Nigeria's economic growth and development. The government, citizens, operators, practitioners, and organised business sector organisations have all expressed grave alarm about the situation. As a result, there is a need to investigate the impact of organisational climate on business success.

AIM AND OBJECTIVES OF THE STUDY

The study examines organisation climate and business success of SMEs in Kogi State. Specifically, it examines the link between:

1. Norms and standards and profitability of SMEs in Kogi State

2. Norms and standards and customer satisfaction of SMEs in Kogi State

3. Interpersonal relations and profitability of SMEs in Kogi State

4. Interpersonal relations and customer satisfaction of SMEs in Kogi State

RESEARCH QUESTIONS

1. What is the relationship between norms and standards and the profitability of SMEs in Kogi State?

2. What is the connection between norms and standards and customer satisfaction of SMEs in Kogi State?

3. What is the association between interpersonal relations and profitability of SMEs in Kogi State?

4. What is the bond between interpersonal relations and customer satisfaction of SMEs in Kogi State?

RESEARCH HYPOTHESES

Ho_1: There is no significant relationship between norms and standards and profitability of SMEs in Kogi State

Ho_2: There is no significant relationship between norms and standards and customer satisfaction of SMEs in Kogi State

Ho_3: There is no significant relationship between interpersonal relations and profitability of SMEs in Kogi State

Ho_4: There is no significant relationship between interpersonal relations and customer satisfaction of SMEs in Kogi State
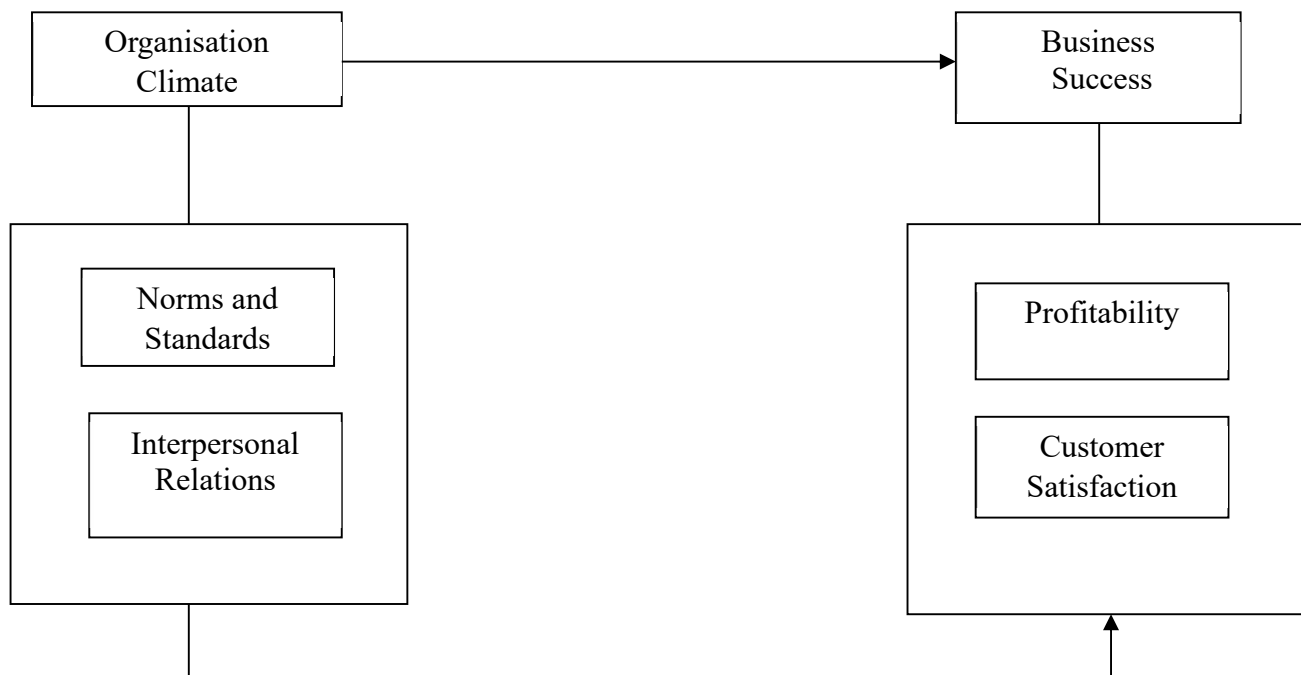
Conceptual Framework

Fig 1: Conceptual framework of organisational climate and business success.

Goal Theory

Goal-setting theory is a motivational theory that was developed by American Psychologist Edwin Locke in 1968. The theory states that clear, well-defined and measurable goals improve performance much more than vague objectives do. Goal theory is related to organisational climate and business success in that, it provides a framework for setting clear, well defined and measurable

goals that can improve performance, organisational climate refers to the shared perceptions of organisational policies, practices and procedures, a positive organisational climate can help employees feel more motivated and engaged, which can lead to better performance and business success. By setting clear goals that aligns with the organisation's mission and values, employees can work together more effectively to achieve those goals and contribute to the business success.

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ORGANISATIONAL CLIMATE

The organisational climate is the outcome of a number of factors that influence how team members perceive their workplace (Indeed Editorial Team, 2022). The term "organisational climate" relates to an employee's long-term assessment of the working environment and culture of the company for which they work. One of the key constructs used for comparing organisations is organisational climate, which is determined by the procedures, strategies, physical surroundings, and psychological attributes of its personnel (Roman, & Trukelj, 2021). Though, researchers studying organisational climate have identified connections between its inherent elements and aspects like interpersonal relationships (Tripathi & Tripathi, 2002), participative management (Roman, & Trukelj, 2021), encouragement and recognition (Ahmad, Jasimuddin, & Kee, 2018), grievance handling (Obiekwe & Uchechi, 2019), and financial benefits (Castro, & Martins, 2010). Jasimuddin & Kee (2018), level of commitment (Berberoglu 2018), communication (Hellweg & Philips 1980), taking risks (Loh, Idris, Dormann, & Muhamad, 2019; Berberoglu 2018), training (Blum & Naylor 1984), decision-making on recruitment and selection (Mullins 1982), etc.

The workplace environment can also be affected by factors such as attitudes, feedback, delegation, authority, and motivation. A positive organisational atmosphere, can create productive, and higher morale among the employees and the management. The organisational climate of a workplace is influenced by a variety of factors, but some of the most crucial ones are values, norms, standards, trust in leadership at all levels, the relationship between individuals and the organisation, encouragement and reward for effort, the suitability of the work environment for the staff and the tasks they carry out, and the organisational structure (Indeed Editorial Team, 2022).

Organisations typically blend different organisational climate types rather than having just one dominating kind. People-oriented climate is an organisational culture with a core set of values that focus primarily on caring for its people and their results. The rule-oriented environment is an organisational culture that offers a set of guidelines and a framework and places great value on everyone adhering to them and paying close attention to the little things. The innovation-oriented climate is an organizational culture that consistently develops and introduces new ways of working and processes and encourages employees to do the same to achieve innovative results. The goal-oriented climate is an organizational culture that places preference on values and refining details of processes to achieve the desired result.

It is important to comprehend organisational climate from a variety of angles, including its dimensions and impact. The business will gain in the long run, even though enhancing organisational climate is a long-term endeavour and resource commitment (Shani, 2023). The organisational climate supports a company's long-term objectives, informs workers about the behaviour that will be rewarded or penalised, shapes the perception of the company, affects the effectiveness of leaders, and has an impact on employee happiness and productivity. A positive

organisational climate can result in happier, more motivated workers, improved job satisfaction, and, ultimately, higher efficiency and productivity.

Norm and Standards

The purpose of norms is to provide us an expected understanding of how to act and operate in society in order to establish order and predictability (Mcleod, 2023). In the context of teamwork and collaboration, norms are established definitions of effective behaviours and mindsets that should be common, or "the norm," whenever a group is working together. The word "norm" generally refers to something that is common, typical, standard, or expected (California Academic of Success, 2023). Norms serve as a "social contract" that encourages cooperation among group members. According to McLeod (2023) social norms are the established rules of conduct for social organisations, which can include everything from friendship and workgroups to nation-states. Conformity is defined as behaviour that complies with certain norms, and roles and norms are frequently effective indicators of how people will act. Understanding the norms is crucial for understanding social influence and conformity.

Every social group has standards that define acceptable behaviour, and as a person changes from one group to another, their behaviour changes accordingly. Society's order is provided through norms. Without social norms, it is challenging to imagine how human society would function. Humans require norms to control and steer their behaviour, to maintain stability and predictability in interpersonal interactions, and to make sense of and comprehend one another's activities.

According to the ISO standard (2023), standards are the condensed knowledge of people who are experts in their field and who are aware of the requirements of the organisations they represent, such as producers, sellers, purchasers, customers, trade groups, users, or regulators. To ensure that materials, products, processes, and services are appropriate for their intended use, standards are documents that give requirements, specifications, guidelines, or characteristics that may be applied consistently. Nearly every aspect of life is framed, guided, and normalised by standards and their evolution. Standards serve as a reflection of the common goals, aspirations, and obligations that society projects onto one another and the environment. Following the most recent standards can encourage innovation, boost the market value.

Interpersonal Relations

An interpersonal relationship is a social tie or connection between two or more people. Continuous contacts between persons where the requirements of both parties are addressed are referred to as interpersonal connections (Franz, 2021). A relationship is interpersonal if it satisfies the physical and emotional needs. Physical and emotional well-being depends on the ability to maintain interpersonal interactions. The connections among family, close friends, strangers, coworkers, and many other people that make up your social network might be considered interpersonal interactions, and these interpersonal connections need self-disclosure, or the sharing of private and sensitive information about oneself.

To build and maintain strong relationships with people, there must be mutual give and take when it comes to information exchange (Speakingter, et al., (2013). Interpersonal relationship requires

learning to know each other by sharing. Self-disclosure is a process that deepens connections and brings people closer together (Kreiner & Levi-Belz, 2019).

BUSINESS SUCCESS

As noted by Lee & Nowell (2015), Sawhill & Williamson (2001), and Turbide & Laurin (2009), researchers and practitioners have had difficulty defining the characteristics of a successful business programme. Though it started as a financial practise, scholars now feel that performance assessment should be a multifaceted process that encompasses financial indicators, internal management systems and procedures, and alignment to mission-driven strategic goals (Kaplan, 2001; Lee & Nowell, 2015). It's important to know how to assess mission statement alignment.

Alignment to mission objectives has been conceptualised differently by many researchers. Some studies concentrate on broad ideas that apply to all organisations, such as organisational perceived performance, goal attainment, service quality, growth, and balanced budgets (Brown & Iverson, 2004). Others have concentrated on setting objectives that precisely match the components of the mission (Sawhill & Williamson, 2001). However, as Kaplan (2001) points out, the essential element of responsibility needs to be connected to the interaction between the organisation, its constituents, and the environment it serves.

Lee and Nowell (2015) analyse the literature on performance measurement in non-profit organisations and propose seven essential factors that can be used to assess organisational success. The first component, input, is described as the resources that an organisation obtains and makes use of. This comprises resources including cash, physical assets, human capital, and goods and services. The focus of organisational capacity is on internal operations and innovation, as well as the capacity to produce more and higher-quality services and goods. This covers aspects of personnel management as well as staff development and retention. Included in the output elements should be counts of services, activities, programmes, and products that relate to the mission of the programme. In contrast to corporations, which may place a greater emphasis on results, non-profit organisations may be more interested in outcomes than in outputs. The environment modifications that occur as a result of obtaining outputs are referred to as outcomes. Behaviour and environment and change and customer satisfaction are two examples of outcomes. These improvements in outcomes need to produce values and advantages for society (Lee & Nowell, 2015).

The practise of performance success measurement was the subject of Turbide and Laurin's (2009) study of performing arts organisations in Quebec, with a particular emphasis on measurements of financial stability, artistic excellence, internal management, and related procedures. To do this, they requested broad information about the organisation from arts organisations, such as stakeholder accountability, organisational strategies, performance metrics employed, and how the performance indicators were communicated both internally and publicly. Organisations frequently regarded artistic excellence as being of utmost importance, however Turbide & Lauren (2009) found that they were more likely to include both financial indicators and some form of creative excellence assessment.

Profitability

To build and maintain strong relationships with people, there needs to be a reciprocal give-and-take when it comes to information exchange (Sprecher Treger Wondra Hilaire & Wallp, 2013) was. If you want others to open up to you, you must be willing to let them into your life and share your experiences, emotions, and viewpoints with them. In the end, you learn to know each other by sharing. According to Kreiner and Levi-Belz (2019), self-disclosure is a process that deepens connections and brings people closer together. A company's profitability is determined by how much money it makes compared to how much it spends. A more efficient organisation will make more money relative to its costs than a less efficient organisation, which must spend more to make the same amount of money (Gartner, Finance Glossary, 2023). Efficiency is measured by profitability. It is a statistic used to assess the size of a business's earnings in relation to its size and, ultimately, whether it will succeed or fail.

Profitability and profit are two criteria that are used to evaluate a company's financial success. The amount of profit a company makes is referred to as profitability. Profitability is sometimes expressed as a ratio, such as the gross profit margin, net profit margin, operating margin, or earnings before interest taxes. Companies can assess profitability through a number of aspects, such as expenses, demand, productivity, and competitiveness. Amortisation and depreciation (EBITDA). While profitability is a concept, profit is an absolute sum, meaning it represents all money or revenue received after all costs and expenses have been paid. Key stakeholders can determine a company's ability to maintain and grow by looking at its profitability. profitability refers to how much money a business makes in profits (Horton, 2023). The profitability of a business is divided into two components: income and expenses. Therefore, a business is profitable if its revenue outpaces its costs.

Customer Satisfaction

According to ASQ (2023), customer satisfaction is a metric that measures how pleased customers are with a company's goods, services, and capabilities. It is the difference between a business's success and failure. A business can learn what aspects of its goods, services, and internal procedures are effective from measuring customer satisfaction and what needs to be changed or improved. Gaining knowledge of client satisfaction can help you hone your sales abilities and offer customers better goods and services. Information about customer satisfaction, such as surveys and ratings, can assist a business in deciding how best to adjust or improve its goods and services. Because satisfied, devoted consumers increase revenue for businesses, many organisations place a high priority on customer happiness.

Customer happiness needs to come first for businesses. Customer satisfaction is a metric used to determine how happy customers are with a company's product or service (Franklin, 2023). The retention of current customers is essential for long-term corporate success, and expanding businesses are more likely than stable or decreasing ones to place a higher priority on customer success. Measuring client happiness can help you understand what you're doing successfully, so you can keep concentrating on the methods that are working for you. Businesses can track and assess their customer satisfaction rates to determine whether customers are satisfied by using different customer feedback strategies like email marketing or social media. Any company must identify unhappy customers and respond appropriately. By keeping an eye out for customer

complaints or referrals from friends and family, one can learn how to meet the needs of the clients more effectively. This can include lowering your prices, improving the quality of the materials you use, or possibly offering better customer service.

EMPIRICAL REVIEW

Tripathi & Tripathi (2002) investigate the relationship between organisational climate and organisational success, which includes effectiveness, job satisfaction, organisational commitment, and intention to quit. The study is based on a sample of 200 middle level executives of 10 public and private sector organisations. The findings indicate that a combination of reward and participation, proficiency and responsibility is likely to increase the job satisfaction, effectiveness and organisational commitment.

Hussainy (2022). explored the four dimensions of organizational climate which include people-oriented climate, rule-oriented climate, result-oriented climate, and innovation-oriented climate, as well as the several other dimensions employed by the previous researcher to investigate the subject of organizational climate. The results and findings of this study indicated organisational climate relates with business success.

Bowring (2023) in his study suggest that successful teams have powerful norms underpinned by strong habits. The study found that for team norms to have real value, they have to be built on a base of positive intention and trust in the process. Everyone involved needs to feel that they have the permission to propose, negotiate and change the items in the agreement. In other words, norms are built from the bottom up rather than imposed from above, hence a relationship occurs between norms and standards and business success.

With an agent-based model that captures a phenomenon that has largely been disregarded, Epstein (2001) adds to the body of work on the evolution of norms. This phenomenon is that the strength of a societal norm is frequently inversely connected to individual thought—or computing. In this paradigm, agents not only learn how to act but also how much to consider how to act and how to interact with others. How much they are thinking impacts how they interact with others and, in turn, how successful the company is.

METHODOLOGY

To study used a cross-sectional survey design to achieve the stated objectives. 1186 SMEs in Kogi State constitute the study population. The sample size of 291was drawn, using krejcie and Morgan's 1970 table. The sample elements were given a standardized questionnaire. Organisational climate was operationalized with norms and standards and interpersonal relations. Profitability and customer satisfaction were used to measure the dependent variable (business success). Each construct was assessed using five items. The Cronbach alpha was used to determine the variable's dependability. The questionnaire items were graded on a 4-point Likert scale, with 1 indicating severe disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. The earlier state hypotheses were examined using the Spearman rank order correlation coefficient.

RESULT

72-questionnaire were distributed, but only 275(94.5%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below.
Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1:   Correlations between norms and standards and dimensions of business success

			Norms and Standards	Profitability	Customer Satisfaction
Spearman's rho	Norms and standards	Correlation Coefficient	1.000	.895**	.825**
		Sig. (2-tailed)	.	.000	.000
		N	275	275	275
	Profitability	Correlation Coefficient	.895**	1.000	.790**
		Sig. (2-tailed)	.000	.	.000
		N	275	275	275
	Customer Satisfaction	Correlation Coefficient	.825**	.790**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	275	275	275

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2023.

Norms and Standards and Profitability: The rho value of 0.895** at a significance level of 0.000 in column five of Table 1 above is less than the alpha level of 0.05 specified for the hypothesis regarding norms and standards and profitability. The null hypothesis (Ho$_1$), which claims that there is no significant association between norms and standards and profitability, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This suggests that there is a considerable positive association between norms, standards and profitability.

Norms and standards and Customer satisfaction: Column six of Table 1 above shows a rho value of 0.825** at a significance level of 0.000, which is less than the alpha level of 0.05 used for the norms and standards and customer satisfaction hypothesis. Because the significance value is lesser than the alpha level of 0.05, the null hypothesis (Ho$_2$), which says that there is no meaningful relationship between norms and standards and customer satisfaction, is rejected, and the alternate hypothesis is accepted. This implies that there is a strong significant positive association between norms, standards and customer satisfaction.

Table 2: Correlations between interpersonal relations and the dimension of business success

			Interpersonal relations	Profitability	Customer Satisfaction
Spearman's rho	Interpersonal relations	Correlation Coefficient	1.000	.855**	.810**
		Sig. (2-tailed)	.	.000	.000
		N	275	275	275
	Profitability	Correlation Coefficient	.855**	1.000	.825**
		Sig. (2-tailed)	.000	.	.000
		N	275	275	275
	Customer Satisfaction	Correlation Coefficient	.810**	.825**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	275	275	275

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2023.

Interpersonal relations and Profitability: Column 5 of Table 2 reveals a rho value of 0.855** at a significance level of 0.000, which is less than the alpha level of 0.05 chosen for the hypothesis level relating interpersonal relations to profitability. The null hypothesis (Ho3), which claims that there is no significant relationship between interpersonal relations and profitability, is rejected since the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This means that interpersonal relations have a highly significant positive association with profitability.

Interpersonal relations and Customer satisfaction: Column six of Table 2 above shows a rho value of 0.810** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating to interpersonal relations and customer satisfaction. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho4) which states that there is no significant relationship between interpersonal relations and customer satisfaction is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between interpersonal relations and customer satisfaction.

DISCUSSION OF FINDINGS

The data analysis above depicts that organisational climate in terms of norms and standards and interpersonal relations has a connection with business success. The discussions of each hypothesis are stated below.

Norms and Standards and Profitability
The results of the data analysis in Table 1 showed a strong relationship between Norms and standards and profitability. The P-value of 0.000 demonstrates a strong positive relationship existence between norms and standards and profitability, and the rho value of 0.895 demonstrates a strong positive connection between the variables. The results of this study support Starbucks (2023) that suggest that stakeholders must comply with all local and foreign laws such as customs and trade and be accurate and truthful in representing business transactions to government agencies and all information to stakeholders must be accurate and truthful for business success,

Norms and Standards and Customer Satisfaction
The hypothesis 2 analysis in Table 1 showed a positive strong significant correlation between Norms and standards and customer satisfaction. The P-value of 0.000, and the rho value of 0.825 demonstrates a strong positive link between Norms and standards and customer satisfaction. The report agrees Tripathi & Tripathi (2002) that investigate the relationship between organisational climate and organisational success, which includes effectiveness, job satisfaction, organisational commitment, and intention to quit. The findings indicate that a good organisational climate to increase satisfaction, effectiveness and commitment. Epstein (2001) adds to the body of work on the evolution of norms, that the strength of a societal norm is frequently inversely connected to individual thought.

Interpersonal Relations and Profitability
The results in Table 2 revealed that interpersonal relations relate significantly to profitability. The correlation among the variables signifies that interpersonal relations can improve profitability. The P-value of 0.000 shows that interpersonal relations relate to profitability, while the rho value of 0.855 shows a strong positive correlational value among the variables. This result is consistent with the study of Epstein (2001) In interactions among stakeholders' matters, as agents not only learn how to act but also how much to consider how to act and how to interact with others. How much they are thinking impacts how they interact with others and, in turn, how successful the company is.

Interpersonal Relations and Customer Satisfaction
The analysis presented in Table 2 revealed that interpersonal relations relate significantly to customer satisfaction. The P-value of 0.000 shows that interpersonal relations relate to customer satisfaction, while the rho value of 0.810 shows a high positive correlational value among the variables. This finding agrees with Bowring (2023) in his study suggest that successful teams have powerful norms underpinned by strong habits. The study found that for team norms to have real value, they have to be built on a base of positive intention and interpersonal trust in the process. Everyone involved needs to feel that they have the permission to propose, negotiate and change the items in the agreement

CONCLUSION
The study examines the organisational climate and business success of SMEs in Kogi State, Nigeria. A good organizational climate, translate company values and goals into desired behaviours, improve the working environment, strengthen employee recognition, advance leadership, promote autonomy, and focus on inclusion and belonging to enhance business success.

A great organizational climate in the workplace motivates employees, boosts morale, improves the company's profile and attracts new talent. The dimensions of organisation climate which are interpersonal relationship and norms has standard has a strong positive relationship with business success. Hence, the study found a strong correlation between organisational climate and the business success of SMEs in Kogi State. The study therefore concludes that a relationship exists between organisational climate (Norms and standards and interpersonal relations) and business success of the SMEs in Kogi State

RECOMMENDATIONS

1. The SMEs should be an institution of good interpersonal relationship for mutual help, coordination and cooperation among the employees.
2. Divisions among the employee should be discouraged for coordination, commitment. business success and customer satisfaction
3. The SMEs should inculcate valuables norms and standards and a well-defined and measurable goals that can enhance productivity, customer satisfaction and effective performance at workplace.
4. A well-defined, norms, standards and policies should be put in place by the SMEs for efficiency, good attitude to clients and business success..
5. The SMEs should have a clear rule, shared perceptions of organisational policies, practices, procedures and regulations regarding the work of each and every employee and a well set out supervision that will contributes greatly to the business success.
6. There should be Strict enforcement of discipline without fear or favour to improve the efficiency of the SMEs.
7. The SMEs should set clear goals that aligns with the organisation's mission and values, to enable employees work together more effectively to achieve those goals and contribute to the business success.

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