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Organizational Fairness, Career Development and Employee Job Satisfaction of Paint Manufacturing Firms in South-East, Nigeria

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ABSTRACT: The study examined the relationship between organizational climate and employee job satisfaction of paint manufacturing firms in South-East, Nigeria. The study was motivated by challenges within the paint manufacturing sub-sector, which continue to undermine employee job security and access to promotion. Specifically, the study evaluated the relationship between organizational fairness and job security; and investigated the relationship between career development and promotion opportunities of paint manufacturing firms' employees in South-East, Nigeria. Two research questions and hypotheses were developed in line with the specific objectives. The study was anchored on Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Characteristics Model. A survey research design was adopted. The population comprised 2,650 employees drawn from 20 paint manufacturing firms across the five states of South-East Nigeria (Abia, Anambra, Ebonyi, Enugu, and Imo), with a sample size of 398 respondents determined using Borg and Gall's (1973) formula and drawn proportionately using a stratified random sampling technique. Data were collected using a structured five-point Likert-scale questionnaire, validated through expert review for content and construct validity, and tested for reliability using Cronbach's Alpha, which yielded a coefficient of 0.78. Out of 398 copies of questionnaire administered, 358 copies representing 89.9% were correctly completed and valid for analysis. Data were analyzed using the Pearson Product Moment Correlation Coefficient at a 0.01 level of significance with the aid of SPSS version 23. The findings revealed a strong positive and significant relationship for both objectives. The study concluded that organizational fairness and career development significantly enhance job security and promotion opportunities among employees of paint manufacturing firms in South-East Nigeria. It was recommended that management should ensure fairness in organizational policies and invest in structured career development programmes to sustain employee job satisfaction.

Keywords: Organizational Climate, Organizational Fairness, Career Development, Job Security, Promotion Opportunities, Employee Job Satisfaction, Paint Manufacturing Firms

INTRODUCTION

Organizational climate, understood as employees' shared perceptions of policies, practices, and procedures, has consistently been linked to job attitudes, performance, and retention in organizations. Recent studies emphasize that fair, development-oriented organizational climates enhance job satisfaction and reduce turnover across industries, making organizational climate a major focus for both researchers and

practitioners interested in workforce stability and productivity (Nguyen & Mohamed, 2021; Zhang & Akhtar, 2022).

Interest in organizational climate as a determinant of employee well-being has intensified in recent years due to rapid technological change, shifting skill demands, and post-pandemic pressures that have reshaped work expectations. Research shows that fairness and career growth opportunities significantly influence job satisfaction and performance, particularly in contexts where resources and advancement pathways vary widely (Adebayo & Salami, 2021; Huang, 2023). In Nigeria, organizational climate and job satisfaction have also been highlighted as central to improving outcomes in both public and private sectors, with fairness, leadership, and career growth repeatedly identified as influential climate dimensions (Eze & Okafor, 2022). In the financial services sub-sector, Emeka-Obiajunwa, Osuagwu and Williams (2025) found that organizational climate significantly influenced employee productivity in United Bank for Africa, Anambra State, reinforcing that a fair and well-managed organizational climate strengthens employee output across Nigerian organizations.

The Nigerian manufacturing sector provides a particularly useful context for this line of inquiry. It employs a significant share of industrial workers and faces persistent challenges such as infrastructure limitations, skills shortages, and limited advancement pathways that interact with organizational climate to shape employee attitudes. Empirical evidence from manufacturing industries such as food, plastics, and pharmaceuticals has shown strong relationships between climate dimensions and outcomes like satisfaction, productivity, and retention (Ogunleye & Adeyemi, 2021; Chukwu & Ijeoma, 2022). In a related manufacturing sub-sector, Nwokedi, Williams and Ibekwe (2025) found that strategic planning significantly enhanced organizational productivity in brewing industries in South-East Nigeria, underscoring how structured internal systems and coordinated planning support stability and employee confidence in the region's industrial firms.

Paint manufacturing firms represent an important but understudied sub-sector within Nigerian manufacturing. These firms serve construction, automobile, and industrial markets and often rely on a mix of skilled and semi-skilled labour. Recent studies in related sectors, including small-scale manufacturing in Rivers State and Port Harcourt, have demonstrated that management practices, incentive systems, and production structures influence employee productivity, suggesting that organizational climate is likely to play a significant role in shaping employee satisfaction in paint manufacturing firms (Okeke & Nwankwo, 2021; Olaniyan & Akinbode, 2023). In the service sector, Abayol, Gbenga and Mbah (2025) found that organizational support for work-life harmony significantly predicted employee career advancement in quick service restaurants in South-East Nigeria, a finding directly relevant to how career development opportunities shape employees' progression and satisfaction in industrial settings such as paint manufacturing. Similarly, Okafor, Odira and Williams (2025) found that transformational leadership practices significantly enhanced employee productivity in retail telecommunication firms in Anambra State, showing that leadership approaches which emphasise fairness and staff development strengthen employee commitment and output.

Historically, much of the Nigerian literature on organizational climate has focused on banking, education, and large-scale industries in Lagos and the South-South, with far less attention on regional industrial clusters in the South-East. Where studies have been carried out in this region, such as in the hospitality and banking sectors, findings consistently highlight the influence of fairness, equity, and development

opportunities on employee satisfaction, indicating a need to extend such investigations to paint manufacturing firms in the South-East (Ibe & Eze, 2022; Nwafor, 2024). Maduagwuna and Gbenga (2025) reinforced this position, finding that workplace diversity significantly influenced employee satisfaction in hospitality businesses in Anambra State, with equitable and inclusive practices strengthening perceptions of fair treatment, a finding consistent with the role organizational fairness is expected to play in shaping job security in paint manufacturing firms.

In this study, organizational climate, as it relates to employee job satisfaction, is examined through two further dimensions: organizational fairness, which refers to employees' perceptions of justice in procedures, rewards, and policies; and career development, which involves opportunities for training, mentoring, and promotion. These dimensions are examined in relation to job security and promotion opportunities respectively, providing a focused framework for investigating how organizational climate influences job satisfaction in paint manufacturing firms in South-East Nigeria (Eze & Nwankwo, 2020; Olaniyan & Akinbode, 2023).

Statement of the Problem

Employee job satisfaction remains one of the most critical concerns for organizations globally, and paint manufacturing firms in Nigeria are no exception. In the South-East region, these firms face unique challenges arising from competitive market demands, infrastructural inadequacies, and high employee turnover, such that job satisfaction among employees is increasingly undermined by unfavourable organizational climates, leading to reduced productivity, higher absenteeism, and poor retention rates.

One critical problem is the lack of organizational fairness in many paint manufacturing firms. Issues such as favouritism in promotions, inconsistent reward systems, and unfair distribution of workloads have created perceptions of injustice among employees. Such unfair practices erode trust in management, reduce satisfaction, and encourage turnover intentions, while also weakening employees' sense of job security, as workers who perceive unfair treatment are less confident about the stability and continuity of their employment. A second problem concerns limited career development opportunities in many paint manufacturing firms. Employees often face stagnation due to insufficient training, mentoring, or clear promotion pathways, leading to dissatisfaction and discouragement. Where career development is weak, employees perceive promotion opportunities as unclear, biased, or unattainable, which diminishes motivation and undermines their commitment to organizational goals.

The gap this study seeks to address is the lack of empirical evidence on how organizational fairness and career development affect employee job security and promotion opportunities in paint manufacturing firms in South-East Nigeria. While organizational climate and job satisfaction have been examined in other sectors such as banking, hospitality, and telecommunications, little attention has been given to the paint industry, particularly within this geopolitical zone. This study therefore provides sector-specific insights and practical recommendations to enhance employee satisfaction and organizational effectiveness in the region.

Objectives of the Study

The broad objective of the study was to examine the relationship between organizational climate and employee job satisfaction of paint manufacturing firms in South-East, Nigeria. Specifically, the study sought to:

(i) Evaluate the relationship between organizational fairness and job security of paint manufacturing firms' employees in South-East, Nigeria.

(ii) Investigate the relationship between career development and promotion opportunities of paint manufacturing firms' employees in South-East, Nigeria.

Research Questions

To guide this study, the following research questions were formulated:

(i) How does organizational fairness relate to job security of paint manufacturing firms' employees in South-East, Nigeria?

(ii) What is the relationship between career development and promotion opportunities of paint manufacturing firms' employees in South-East, Nigeria?

Hypotheses

The following hypotheses were developed in null form:

$H0_1$: There is no significant relationship between organizational fairness and job security of paint manufacturing firms' employees in South-East, Nigeria.

$H0_2$: There is no significant relationship between career development and promotion opportunities of paint manufacturing firms' employees in South-East, Nigeria.

LITERATURE REVIEW

Organizational Climate

Organizational climate refers to employees' shared perceptions and feelings about the internal environment of the organization in which they work, shaped by policies, practices, and procedures (Haritha & Subrahmanyam, 2013). It is perceptual in nature and reflects individual and collective perceptions of the organization's internal environment, distinguishing one organization from another based on characteristics such as structure, systems, and reward practices (Nugroho, Nurulita & Sihite, 2020). A conducive organizational climate makes employees feel comfortable, inspires confidence, and motivates positive contributions toward organizational goals, particularly where fairness and growth opportunities are perceived to be present.

Organizational Fairness

Organizational fairness, often described as organizational justice, refers to employees' perceptions of fairness in decision-making processes, resource allocation, and interpersonal treatment within the workplace. Research has consistently demonstrated that fairness is a critical determinant of employee attitudes and behaviours, including job satisfaction, commitment, and retention (Al Afari & Al Fadly, 2020). When employees perceive fairness in organizational policies and practices, they are more likely to develop trust in management, demonstrate higher levels of engagement, and contribute positively to organizational goals, whereas perceived unfairness often leads to dissatisfaction, reduced productivity, and higher turnover intentions (Khan, Saleem & Bhatti, 2021).

Job Security

Job security is generally understood as the assurance that an individual's employment is stable, predictable, and protected from arbitrary dismissal or job loss. It refers to employees' perception of continuity in their employment and the absence of threats to their position within an organization (Zhao, Li & Wang, 2020). Job security encompasses both objective dimensions, relating to formal organizational policies and contracts, and subjective dimensions, reflecting employees' personal perceptions of stability (Kim & Lee, 2021). High levels of job security are associated with greater job satisfaction, reduced turnover intentions, and increased organizational commitment, while job insecurity generates stress and reduced motivation, negatively affecting performance and well-being (Rahman, Khan & Ahmad, 2021).

Career Development

Career development is widely recognized as a systematic process through which employees acquire skills, knowledge, and experiences that prepare them for future roles within an organization. It is of great importance to both the individual employee and the organization, as a developed

employee performs better for the organization. Career development includes concerted efforts directed towards assessing workers' potentials, identifying likely career paths, and designing and implementing various forms of training and experience to prepare employees for more advanced roles (Agba, Nkpoyen & Ushie, 2020, as cited in the source thesis). It involves higher status and responsibilities that can take place within one organization or through movement between organizations, and encompasses planned instructional activities designed to promote learning and professional growth.

Promotion Opportunities

Promotion opportunities refer to the potential for employees to advance within an organization, both in terms of position and responsibility. They are widely regarded as a critical motivator that influences employees' commitment, engagement, and overall job satisfaction, providing employees with a sense of career progression, recognition of their efforts, and a pathway to achieve professional goals (Alshammari & Alshammari, 2021). Employees who perceive clear and fair opportunities for promotion are more likely to demonstrate loyalty and invest greater effort in their roles, while limited or biased promotion pathways can result in stagnation, reduced morale, and disengagement (Qureshi, Javed & Abbas, 2020).

Theoretical Framework

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was propounded by Herzberg, Mausner, and Snyderman (1959) following studies on employee motivation and satisfaction in the workplace. The theory holds that satisfaction arises from the presence of motivators such as advancement and growth, while dissatisfaction stems from the absence of hygiene factors such as company policies, job security, and fair supervision. In the context of paint manufacturing firms, career development and promotion opportunities function as motivators that deepen employees' sense of fulfilment, while organizational fairness and job security operate as hygiene factors whose absence generates dissatisfaction even when other conditions are favourable. The theory therefore provides a useful lens for understanding how fairness and career development jointly shape employee job satisfaction.

Social Exchange Theory

The Social Exchange Theory (SET) was introduced by Homans (1958) and later refined by Blau (1964). Its central idea is that social behaviour results from an exchange process in which individuals weigh the benefits and costs of their interactions. In the organizational context, employees continuously evaluate the balance between what they contribute to the organization and what they receive in return, such as fair treatment, job stability, and opportunities for growth. SET explains that employees are more likely to experience job satisfaction when they perceive fairness and investment in their development; a climate of equitable treatment and structured career development signals to employees that their contributions are valued, prompting reciprocal commitment, loyalty, and improved performance. In paint manufacturing firms, fair and development-oriented exchanges can significantly enhance employees' sense of job security and their confidence in promotion systems.

Job Characteristics Model

The Job Characteristics Model (JCM), developed by Hackman and Oldham (1976), explains how job design and work environment influence employees' attitudes and behaviours through core job dimensions such as task significance, autonomy, and feedback. Fried and Ferris (1987) and Humphrey, Nahrgang and Morgeson (2007) extended the model by showing that job characteristics do not operate in isolation but are shaped by broader organizational

conditions such as fairness and growth opportunities. In paint manufacturing firms, structured career development strengthens employees' experience of task significance and growth, while fair and transparent promotion systems reinforce the feedback dimension of the model, together enhancing employees' overall job satisfaction and sense of security.

Empirical Review

Al Afari and Al Fadly (2020) examined the impact of organizational justice on employee performance in public organizations and found that fairness in decision-making processes significantly predicted improved employee performance and reduced perceptions of workplace injustice. Bashir and Long (2020) investigated the relationship between job security, organizational justice, and employee well-being and found that fair treatment combined with job security significantly reduced workplace stress and improved employee resilience, particularly in volatile business contexts.

De Cuyper, Piccoli and De Witte (2020) examined job insecurity, employability, and well-being, finding that organizational justice moderated the negative effects of job insecurity, such that employees who perceived fair treatment reported better well-being outcomes even under conditions of employment uncertainty. Rahman, Khan and Ahmad (2021) provided empirical evidence that job security significantly predicts job satisfaction and organizational commitment among service sector employees, establishing that employees who perceive their positions as secure are more likely to invest effort and demonstrate loyalty to their organizations.

Qureshi, Javed and Abbas (2020) examined career growth opportunities and employee satisfaction in the information technology sector and found that employees who perceived limited career advancement prospects were significantly more likely to experience dissatisfaction and consider leaving their organizations, while transparent and merit-based promotion systems fostered trust and loyalty. Rashid, Ahmed and Iqbal (2022) studied promotion opportunities and employee retention in manufacturing firms and found that promotion opportunities were positively linked to reduced turnover intentions, as employees who perceived fair reward for performance saw long-term prospects within their organizations.

In the Nigerian context, Abayol, Gbenga and Mbah (2025) found that organizational support for work-life harmony significantly predicted employee career advancement in quick service restaurants in South-East Nigeria, while Maduagwuna and Gbenga (2025) found that workplace diversity significantly influenced employee satisfaction in hospitality businesses in Anambra State through more equitable and inclusive practices. Similarly, Okafor, Odira and Williams (2025) found that transformational leadership practices, which typically emphasise fairness and staff development, significantly enhanced employee productivity in retail telecommunication firms in Anambra State. Nwokedi, Williams and Ibekwe (2025) found that strategic planning significantly enhanced organizational productivity in brewing industries in South-East Nigeria, an industrial context comparable to paint manufacturing, while Emeka-Obiajunwa, Osuagwu and Williams (2025) found that organizational climate significantly influenced employee productivity in United Bank for Africa, Anambra State, reinforcing the consistent link between fair, well-managed, and development-oriented organizational climates and positive employee outcomes across Nigerian industries.

METHODOLOGY

This study adopted a survey research design, which allowed the researcher to gather data from a large number of respondents within a relatively short time

and was appropriate for establishing the relationship between organizational climate and employee job satisfaction. The study was conducted in the South-East geopolitical zone of Nigeria, comprising Abia, Anambra, Ebonyi, Enugu, and Imo States. The population of the study consisted of 2,650 employees drawn from 20 paint manufacturing firms selected from the five states, with four firms selected per state based on registration with the Manufacturers Association of Nigeria (MAN), a minimum of 25 years in operation, and a minimum staff strength of 50. The sample size was determined using Borg and Gall's (1973) formula, which recommends that for a population in the range of 1,500–5,000, a minimum of 10–20% of the population is adequate for survey research. Applying a 15% guideline to the population of 2,650 employees yielded a sample size of 398 respondents drawn proportionately from the selected firms. A stratified random sampling technique was employed, with the population stratified along the five states and proportional allocation used to ensure that each firm was represented according to its workforce strength, while simple random sampling was used to select respondents within each firm. The validity of the research instrument was ensured through content and construct validity, as the draft questionnaire was reviewed by three experts in management and organizational behaviour at Chukwuemeka Odumegwu Ojukwu University, whose feedback was incorporated before final administration. The reliability of the instrument was established through a pilot test conducted with 30 employees from two paint manufacturing firms outside the study sample, using the Cronbach Alpha reliability coefficient, which yielded a coefficient of 0.78, above the 0.70 benchmark recommended by Nunnally (1978), confirming that the instrument was reliable.

Primary data were collected using a structured questionnaire designed on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), administered directly to respondents with the assistance of trained research assistants. Data collected were coded and analysed using the Statistical Package for Social Sciences (SPSS) version 23. Descriptive statistics such as frequency, percentages, and mean scores were used to summarize demographic information and responses, while the study hypotheses were tested using the Pearson Product Moment Correlation Coefficient (PPMC) at a 0.01 level of significance to determine the strength and direction of the relationships. Out of 398 copies of questionnaire administered, 358 copies representing 89.9% were correctly completed and found valid for analysis, while 40 copies representing 10.1% were invalid due to incomplete or inconsistent responses.

RESULTS AND DISCUSSION

Demographic Characteristics of Respondents

The demographic analysis revealed that 60.1% of the respondents are male, while 39.9% are female. Regarding marital status, 51.7% of respondents are married, 34.9% are single, and 13.4% are separated or divorced. In terms of educational qualification, 41.9% of respondents hold a B.Sc/HND degree, followed by OND/NCE holders (25.1%) and MSc/MBA holders (23.7%), while 9.2% hold a PhD or other advanced qualification. The age distribution shows that most respondents (34.9%) fall within the 31–40 years bracket, followed by those aged 20–30 years (26.5%) and 41–50 years (23.7%), indicating that the workforce is largely composed of individuals in their active and productive years. Respondents were also fairly distributed across the five states, with Abia (22.3%), Anambra (21.8%), Enugu (19.6%), and Ebonyi and Imo (18.2% each), ensuring comprehensive coverage of the South-East region.

Hypothesis One: Organizational Fairness and Job Security

H_{01}: There is no significant relationship between organizational fairness and job security of paint manufacturing firms' employees in South-East, Nigeria.

Descriptive analysis showed that organizational fairness items recorded mean scores ranging from 3.90 to 3.94, indicating that employees perceive promotions as merit-based, policies as consistently applied, and rewards as equitably distributed. Job security items recorded mean scores ranging from 3.94 to 3.97, showing that employees feel secure in their positions and perceive stability in their employment.

Table 1: Pearson Correlation between Organizational Fairness and Job Security

Variables	Organizational Fairness / Job Security
Organizational Fairness	1
Job Security	0.663**
Sig. (2-tailed)	.000
N	358

*Source: SPSS Version 23 (2026). **Correlation is significant at the 0.01 level (2-tailed).*

Table 1 shows a Pearson correlation coefficient (r) of 0.663, indicating a strong positive and statistically significant relationship between organizational fairness and job security ($p < 0.01$). This implies that employees who perceive fairness in organizational policies and practices are more likely to feel secure in their jobs. Accordingly, the null hypothesis (H_{04}) is rejected. This finding is consistent with Al Afari and Al Fadly (2020), who found that organizational justice significantly predicts improved employee outcomes, and with Bashir and Long (2020), who established that fair treatment combined with job security significantly reduces workplace stress and improves employee resilience. Similarly, De Cuyper, Piccoli and De Witte (2020) found that organizational justice moderates the negative effects of job insecurity, while Rahman, Khan and Ahmad (2021) confirmed that job security significantly predicts organizational commitment. In the Nigerian context, Maduagwuna and Gbenga (2025) found that equitable and inclusive workplace practices significantly influenced employee satisfaction in hospitality businesses in Anambra State, while Emeka-Obiajunwa, Osuagwu and Williams (2025) found that organizational climate significantly influenced employee productivity in United Bank for Africa, Anambra State. These findings reinforce the present result, indicating that organizational fairness builds trust and enhances employees' sense of job security in paint manufacturing firms in South-East Nigeria.

Hypothesis two: Career Development and Promotion Opportunities

H_{02}: There is no significant relationship between career development and promotion opportunities of paint manufacturing firms' employees in South-East, Nigeria.

Descriptive analysis showed that career development items recorded mean scores ranging from 3.90 to 3.95, reflecting the availability of career growth opportunities, regular training, and mentorship, while promotion opportunity items recorded mean scores ranging from 3.90 to 3.97, indicating that employees perceive promotion policies as clear and merit-based.

Table 2: Pearson Correlation between Career Development and Promotion Opportunities

Variables	Career Development / Promotion Opportunities
Career Development	1
Promotion Opportunities	0.688**

Sig. (2-tailed)	.000
N	358

*Source: SPSS Version 23 (2026). **Correlation is significant at the 0.01 level (2-tailed).*

Table 2 reveals a Pearson correlation coefficient of 0.688, indicating a strong positive and statistically significant relationship between career development and promotion opportunities ($p < 0.01$). This implies that employees who have access to career development initiatives are more likely to perceive greater promotion opportunities. Consequently, the null hypothesis (H_{05}) is rejected. This finding aligns with Qureshi, Javed and Abbas (2020), who found that career growth opportunities are positively associated with employee satisfaction and retention, and with Rashid, Ahmed and Iqbal (2022), who established that promotion opportunities are positively linked to reduced turnover intentions among manufacturing employees. Similarly, Abayol, Gbenga and Mbah (2025) found that organizational support for work-life harmony significantly predicted employee career advancement in quick service restaurants in South-East Nigeria, while Okafor, Odira and Williams (2025) found that transformational leadership practices, which emphasise staff development, significantly enhanced employee productivity in retail telecommunication firms in Anambra State. Nwokedi, Williams and Ibekwe (2025) further found that strategic planning significantly enhanced organizational productivity in brewing industries in South-East Nigeria, an industrial context comparable to paint manufacturing, reinforcing the current finding that structured development and planning strengthen employees' prospects for advancement in paint manufacturing firms.

Summary of Findings

This study examined the relationships between organizational fairness, career development, and employee job satisfaction specifically job security and promotion opportunities in paint manufacturing firms in South-East, Nigeria. A sample of 358 employees was surveyed, and Pearson's Product Moment Correlation was used to test the hypotheses. The key findings are as follows:

(i) There is a strong positive and significant relationship between organizational fairness and job security ($r = 0.663$, $p < 0.01$).

(ii) There is a strong positive and significant relationship between career development and promotion opportunities ($r = 0.688$, $p < 0.01$).

CONCLUSION

The study concludes that organizational fairness and career development significantly contribute to job security and promotion opportunities among employees of paint manufacturing firms in South-East Nigeria. Organizational fairness contributes significantly to job security by building trust, transparency, and confidence in organizational policies and practices. Career development is a major driver of promotion opportunities, as employees who are given opportunities for growth are more likely to advance within the organization. The study therefore concludes that a positive organizational climate, characterized by fairness and structured career development, is essential for enhancing employee job satisfaction, productivity, and long-term organizational performance. The findings reinforce Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Characteristics Model by demonstrating that fair treatment and investment in employee growth constitute valuable organizational resources that enhance job security, promotion prospects, and sustainable employee satisfaction in paint manufacturing firms. Based on the findings of this study, the following recommendations are made:

i. Management should ensure fairness in organizational policies, including

promotion, rewards, and disciplinary procedures, to enhance employees' sense of job security and trust in the organization.

ii. Paint manufacturing firms should invest in structured career development programmes, including training, mentorship, and educational support, to improve promotion opportunities and career advancement.

Contribution to Knowledge

This study contributes to knowledge in the following ways. Empirically, the study provides statistical evidence on how organizational fairness and career development influence job security and promotion opportunities in paint manufacturing firms, extending existing literature by demonstrating that these workplace climate dimensions are closely associated with better employee experiences and organizational outcomes. Geographically, the study contributes by focusing on paint manufacturing firms in South-East Nigeria, a context that has received limited empirical attention, providing location-specific insights relevant to industrial and organizational studies within the Nigerian manufacturing sector. Theoretically, the study confirms the relevance of Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Characteristics Model in explaining employee behaviour and organizational outcomes, showing that a positive organizational climate characterized by fairness and career development motivates employees to exhibit improved job security and stronger promotion prospects, thereby strengthening existing theoretical understanding of how workplace conditions influence employee attitudes within manufacturing firms.

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