

Research Paper

## The Relationship between Organizational Climate and Job Performance among Organizational Employees

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### ABSTRACT

Aim of the study to investigate “The relationship between organizational climate and Job Performance. According to, Denison (2021), emphasize the alignment of climate with organizational culture and employee engagement, focusing on factors such as innovation, psychological safety, and sustainability in organizations and according to, Bakker and demerouti (2020), Job permanence as a dynamic construct influenced by job sources, emphasizing its relation to the well-being of employees and organizational sustainability in modern, rapidly changing environments. Managheb, S., Razmjooei, P., (2018) conducted a study on the Mediating role of organizational silence in the relationship between organizational climate and job performance. The author mentioned that the analyzed data showed that there is a direct and meaningful relationship between organizational climate and job performance. There is a direct and meaningful relationship between organizational climate and job performance. It means that the more improving the organizational climate, the more reducing the organizational silence. The present study aims to identify the relationship between Organizational Climate and Job Performance among organizational employees. 75 samples were collected based on random sampling methods. Organizational Climate Scale (Upinder Dhar-2001) and Individual Work Performance Questionnaire (Linda Koopmans-2015) was used to collect the data. The research formulates the hypothesis that, there will be a significant relationship between Organizational Climate and Job Performance. In order to test the hypothesis Correlation is used. The result of the study concluded that there is strongly relationship between Organizational Climate and Job Performance.

**Keywords:** *Organizational Climate, Job Performance*

In today's fast-paced and competitive business environment, organizations strive to optimize employee performance to achieve their strategic objectives. A critical factor influencing employee performance is the organizational climate, which encompasses the perceived atmosphere, values, and norms within an organization. Organizational climate has a profound impact on employee motivation, engagement, and overall job satisfaction, ultimately affecting job performance. Positive organizational climate fosters improved job performance, increased productivity, and enhanced employee well-being. Conversely, a negative climate can lead to decreased morale, absenteeism, and turnover. Despite its

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significance, organizational climate remains a relatively underexplored area in the context of job performance. This study aims to investigate the relationship between organizational climate and job performance among employees.

### ***Meaning of Organizational Climate***

Organizational climate is the overall mood or environment of an organization, as perceived by its employees. It's a reflection of the attitudes, behaviors, and values of employees and management, and can have a significant impact on the success of the organization. Organizational climate refers to an employee's long-lasting perception of the working environment and culture of the business they work for. Every person has a unique personality, and every organization has a unique climate.

### ***Various type of Organizational Climate***

Organizational climate refers to the perceived atmosphere and work environment within an organization. There are several types of organizational climates, each influencing employee attitudes, behaviors, and overall job performance.

#### **➤ Supportive Climate**

Definition: Emphasizes teamwork, collaboration, and employee well-being.

Characteristics: Open communication, mutual respect, employee empowerment, Feedback and recognition.

#### **➤ Innovative Climate**

Definition: Fosters creativity, experimentation, and risk-taking.

Characteristics: Encourages new ideas, flexible and adaptable, experimentation and learning, autonomy and freedom.

#### **➤ Participative Climate**

Definition: Involves employees in decision-making and goal-setting.

Characteristics: Employee involvement, shared decision-making, open communication, collaborative problem-solving.

#### **➤ Goal-Oriented Climate**

Definition: Focuses on achieving specific goals and objectives.

Characteristics: Clear goals and expectations, performance-oriented, results-driven, Competitive environment.

#### **➤ Rule-Oriented Climate**

Definition: Emphasizes strict adherence to rules and procedures.

Characteristics: Bureaucratic structure, clear policies and procedures, compliance-oriented, stability and predictability.

#### **➤ Power-Oriented Climate**

Definition: Characterized by centralized decision-making and authority.

Characteristics: Hierarchical structure, top-down decision-making, authority-driven, control oriented.

#### **➤ Open Climate**

Definition: Encourages transparency, honesty, and open communication.

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Characteristics: Trust and credibility, open feedback, collaborative culture, employee empowerment.

### **➤ Closed Climate**

Definition: Characterized by secrecy, rigidity, and limited communication.

Characteristics: Restrictive information flow, limited feedback, hierarchical control, resistance to change.

### **➤ Positive Climate**

Definition: Fosters enthusiasm, motivation, and job satisfaction.

Characteristics: Supportive leadership, recognition and rewards, collaborative culture, employee engagement.

### **➤ Negative Climate**

Definition: Characterized by dissatisfaction, demotivate, and conflict.

Characteristics: Poor leadership, lack of recognition, unsupported culture, high turnover.

### ***Organizational Climate Characteristics***

- General Expression: Organizational climate is the general expression or the perception of the individuals about its organization as it depicts their thoughts and impression about the internal environment in the company.
- Unique Identity: It is the organizational climate that gives the organization a unique or distinct identity.
- Multi-dimensional concept: Organizational climate is considered as a multi-dimensional concept where its numerous dimensions include the degree of conflict, leadership style, authority structure and autonomous nature.
- Intangible concept: Crucial characteristics of organizational climate is that it is considered a qualitative or intangible concept as it is quite challenging to explain its components in measurable units.
- Enduring quality: Organizational climate is built over a certain period and is the representation of the enduring quality of the internal environment of the company that is experienced by its employees.

### ***Factors Affecting Organizational Climate***

Many factors can affect an organization's climate, including:

- Employee safety: A key factor in fostering a positive climate.
- Physical space: The layout, amenities, and size of the building can impact employee comfort and satisfaction.
- Environmental stresses: Noise or cramped spaces can impact productivity and job satisfaction.
- Leadership style: How leaders make decisions and communicate can influence the climate.
- Organizational values: The values and norms of the organization.
- Communication patterns: How information is shared within the organization.
- Work-life balance: How employees balance work and life.
- Employee recognition: How employees are recognized.
- Organizational policies: The policies in place within the organization.
- Management attitude: How management uses resources.

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- Organizational structure: The structure of the organization and how authority and responsibilities are defined.
- Processes: The procedures in place for communication, decision-making, motivation, and leadership.

### ***Meaning of Job Performance***

Job performance is the breakdown of results based on job functions and specified periods (Deng et al). Job performance is the outcome achieved through efforts and behavior aligned with organizational and individual goals (Khoshnaw et al). Job performance is the stage where employees fulfill their duties and responsibilities at work (Hendri).

Employee performance is defined as how well a person executes their job duties and responsibilities. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations.

### ***Various types of Job Performance***

- Task performance: One of the three broad categories of job performance identified by organizational researchers.
- Organizational citizenship behaviors: When an employee goes above and beyond their required job task.
- Counterproductive work behaviors: One of the three broad categories of job performance identified by organizational researchers.
- Problem solving: A complex mix of hard and soft skills that are considered one of the best indicators of workplace performance.
- Work behaviors: An individual's communication with other members of the workplace.
- Communication: An essential skill that applies to most jobs.
- Job satisfaction: A major factor in employees' job performance, commitment, loyalty, and punctuality.

### ***Job Performance Characteristics***

The characteristics of job performance are

- Meeting schedules: How well an employee meets deadlines and completes work efficiently.
- Punctuality: How well an employee shows up on time for work, assignments, and appointment.
- Adaptability: How well an employee can adjust to changes in the organization or job.
- Willingness to learn: How much an employee wants to learn about their job and asks questions.
- Safety: How well an employee follows safety practices and corrects unsafe work practices.
- Job attitude: How much an employee is interested in their work, takes pride in it, and displays enthusiasm.
- Job knowledge: How well an employee know the job details and procedure.
- Quantity of work: How much acceptable work an employee produces to meet schedules.

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- Quality of work: How well an employee completes assignments according to quality standards.
- Attendance: How often an employee is at work.

### *Factors Affecting Job Performance*

Many factors can affect the job performance, including:

- Work environment: The physical workspace can impact productivity. Factors like lighting, temperature, noise level, and cleanliness can affect focus and efficiency. A well-designed workspace can increase productivity by up to 20%.
- Job satisfaction: Factors that affect job satisfaction include career growth opportunities, fair compensation, recognition and rewards, work-life balance, and job security. Job satisfaction can lead to improved performance, morale, and well-being.
- Management: Factors that can affect job performance include trust in leadership, uninspiring leadership, and infrequent communication with managers.
- Work stressors: Job stressors can negatively affect job performance. Factors like work overload, job insecurity, and variability in work can act as stressors.
- Personal factors: Factors like personal competence, emotional commitment, and personal life and health can affect job performance.
- Organization: Factors like company culture, organizational commitment, and work design can affect job performance.

### *Need of the Study*

The study on the relationship between organizational climate and job performance among employees is essential to understand how the workplace environment affects productivity, engagement, and job satisfaction. Organizational climate encompasses factors such as leadership style, communication, trust, and support, which collectively shape the perceptions and experiences of employees within their work setting. When the organizational climate is positive, employees are likely to feel more motivated, valued, and aligned with the organization's goals, which can enhance job performance. Conversely, a negative climate may lead to low morale, reduced motivation, and decreased productivity. By examining this relationship, organizations can gain insights into which aspects of the work environment most influence employee performance, enabling them to foster a climate that maximizes productivity, reduces turnover, and promotes overall organizational success. This research is crucial for developing strategic interventions that align organizational practices with employee needs, ensuring a more engaged and high-performing workforce.

## **REVIEW OF LITERATURE**

In the field of Psychology research, it is crucial to conduct a thorough review of the relevant literature not only to identify potential research gaps but also to formulate hypotheses and determine appropriate methods and tools for data analysis. Familiarizing oneself with the existing literature in a given area enables the researcher to identify what is already known, what previous researchers have attempted to investigate, and what issues are yet to be resolved.

Additionally, a brief analysis of related literature can aid in avoiding duplication and providing future suggestions. Therefore, the study of related literature is a crucial aspect of conducting research in Psychology.

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**Niloofer Rezaei, and Hassan Shafaei (2024)** Made a study on the purpose of this research was to investigate “The impact of innovative organizational climate on the job performance of private sector employees”, taking into account the mediating role of job motivation and self-efficacy. A descriptive-correlation approach was employed in the current investigation, utilizing structural equation modeling. The study consisted of 384 employees from the private sector, aged between 21 and 49 years (with a mean age of  $35.11 \pm 8.17$  years), who willingly participated. Results revealed that innovative organizational climate significantly affected job performance ( $T=6.284$ ). Moreover, innovative organizational climate significantly affected job motivation ( $T=11.594$ ). Furthermore, innovative organizational climate significantly affected self- efficacy ( $T=9.509$ ). In addition, job motivation has significantly mediated the relationship between innovative organizational climate and job performance ( $P<0.001$ ).

**Next, Abun, T. Nicolas, and Natividad jr. (2023)** conducted a study on the “Effect of organizational climate on the individual work performance of the employees”. To deepen the understanding of the concepts of the study, the literature was reviewed. The study used descriptive assessment and correlational research design and used descriptive and inferential statistics to analyze the data the population included all employees of the Divine Word College of Laoag, hence total enumeration was applied. The study found that all dimensions of organizational climate were high, but not very high, likewise with individual work performance.

Analysis of Variance showed a significant correlation between organizational climate and individual work performance.

**Luqman M.S., Rehman J.U., Islam Z.U., and Khan S.D, (2019)** Made a study on “The effect of organizational climate on the Job Performance of Instructors Physical Education”. A quantitative method was employed for this purpose a survey research design was used. There was 169 Instructors' Physical Education preferred through stratified sampling technique. A structured questionnaire was administered to collect the data. The data was analyzed using inferential statistics (linear and multiple regression). The results of the study indicated that organizational climate affect job satisfaction significantly. All the dimensions of organizational climate contribute to increasing the Instructors' Physical Education performance. Only feel comfortable in a healthy. The current study concluded that Instructors Physical Education not organizational climate but also increase their level of performance.

**Managheb, S., Razmjooei, P., Gharbi, M., Amirianzadeh, M. (2018)** Made a study on “The relationship between organizational climate and job performance by considering the mediating role of organizational silence of education staff of Fars province”. A descriptive correlation method was used in this study. The sample size was 183 persons based on Kerjesi-Morgan's table and the sampling was done by a stratified randomized method. Results of the analyzed data showed that there is a direct and meaningful relationship between organizational climate and job performance. There is also a reverse relationship between organizational climate and organizational silence and there is a direct and meaningful relationship between organizational climate and job performance. It means that the more improving the organizational climate, the more increasing the job performance and the more reducing the organizational silence.

**Bhat and Bashir (2016)** made a study on “The influence of organizational climate on job performance among teaching professionals”. The study was descriptive-correlational in

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nature. The data was collected using organizational climate scale and job performance scale through survey method the sample of the study was 108 teaching professionals selected through convenient sampling technique. The study revealed that organizational climate doesn't differ significantly on the basis of gender and locale similarly no significant difference was found in job performance on the basis of gender, while on the other hand a significant difference was found in job performance on the basis of locale of teaching professionals. Job performance of teaching professionals. Organizational climate significantly predicts job performance. Outcomes of present Study suggested factors enhancing organizational climate should be studied comprehensively, so that climate of various organizations can be globally renovated.

### **METHODOLOGY**

#### ***Methods***

Objectives, hypotheses, sampling method, sample size, instruments used statistical analysis in the present research study were discussed here:

#### ***Objectives***

The objectives of the present study were:

- To determine the level of organizational climate among organizational employees.
- To determine the level of job performance among employees.
- To find out the relationship between organizational climate and job performance among employees.

#### ***Hypothesis***

The following hypothesis were formulated based on the objectives of the study:

- Organizational climate is significant prediction for job performance among employees.

#### ***Sampling Method***

The samples were collected through using Purposive Sampling Method.

#### ***Sample Size***

Around N=75 samples were collected from the five departments in the company. In the sample, there are 37 males and 38 females have been taken. The age group is from 21 to 30.

#### ***Instruments used***

The following instruments were used for data collection.

- Organizational Climate Scale - Upinder dhar (2001).
- Individual Work Performance Questionnaire (IWPQ) - Linda Koopmans (2015).

#### ***Procedure for adopting data collections***

The data was collected from organizational employees from Adappt Mobile Cloud Applications Pvt Ltd at Puducherry. All the participants who meet to provide with information about the procedure and the need for the study was explained in the language they understand the best. Consent was taken after a brief explanation about the study of the participants. It was assured that all the information collected from the participants would be kept confidential and used only for research purposes. The demographic details and responses were collected from the participants.

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### *Statistical tool used*

The data was collected and analyzed by using Statistical Package of Social Science (SPSS) version 23.0. The results are inferred through statistical techniques like Descriptive and inferential statistical methods were used for data collections.

## **DISCUSSION**

*Table showing the correlation between the Organizational Climate and Job Performance.*

Variable	Job Performance		
	TP	CP	CWB
Organizational Climate	0.481**	0.047*	0.236**

TP- Task Performance

CP- Contextual Performance

CWB- Counterproductive Work Behaviour

**H1:** There will be a significant relationship between Organizational Climate and Job Performance.

The above table shows the correlation between Organizational Climate and Job Performance among organizational employees. Under the Job Performance dimension-1 TP obtained result shows that the value 0.481 is positively correlated at the level of 0.05. Under the job performance dimension-2 CP obtained result shows that the value 0.047 is positively correlated at the level of 0.05. Under the job performance dimension-3 CWB obtained result shows that the value 0.236 is positively correlated at the level of 0.05.

## **CONCLUSION**

The main aim of this research is to explore the relationship between the Organizational Climate and Job Performance. The study included a total 75 employees and employed a quantitative research design. The findings reveal that there is significant relationship between Organizational Climate and Job Performance. As a result, the study successfully addressed all objectives set by the researcher, including Organizational Climate and Job Performance.

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### ***Conflict of Interest***

The author(s) declared no conflict of interest.

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