



An Empirical Investigation of the Relationship between Organizational Climate and Employee Job Performance in Bangladesh

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ABSTRACT

Purpose: The paper investigates the effects of organizational climate (structure, perceived organizational support, reward, and warmth) on employee job performance. This paper provides insights into the organizational environment and employee job performance.

Methodology: This paper examines the previous research to develop an original theoretical model, which is then experimentally verified in the context of the Barishal division using multiple linear regression techniques. An online survey utilized a self-administered questionnaire to collect 139 responses from private and government service holders. In addition, SPSS was utilized for data analysis.

Findings: The findings suggest that organizational climate aspects moderate the association between organizational climate and employee job performance. The cross-sectional nature of this study inhibits the testing of causality between the variables. All the hypotheses have significant associations. The proposed model and hypotheses were tested using data from companies operating in a single division of Bangladesh.

Practical Implications: The paper provides practical information to leaders and managers to understand which dimensions of climate should be improved to increase employee job performance.

Originality/Value: This study highlighted different organizational environment-related issues and their linkage with job performance. All the variables used here are vibrant and are arranged from previous literature. This will aid in determining the actual situation of the organization.

Limitations: This analysis only covers some potential influences on job performance. Research models and estimations were tested using data from enterprises operating in a specific location, limiting the results to only the Barishal government and private sector.

1. Introduction

Since the 1920s, there has been a growing concern about the business world's relationship between employers and employees. Employees' perceptions and attitudes about their organizations come from the work environment. Workplace behavior is solely liable for personal behavior and organizational environments in an organization. Thus, the organizational atmosphere is essential for predicting workers' work-related conduct. It includes the attitudes, values, beliefs, and actions of an organization's members and their general operating environment (Cropanzano & Mitchell, 2005;

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Rousseau, 1989). Firms must comprehend and manage their climate to maintain a healthy and productive atmosphere (Cropanzano & Mitchell, 2005).

Organizational climate is a set of characteristics that may influence how an organization regards its members and the environment. Individual employees view climate as a compilation of attitudes and experiences that characterize the organization in terms of fixed and variable characteristics (such as the level of autonomy). An organization's culture is defined as its collective meaning that members are attached to the activities, policies, practices, and methods they experience and the behaviors that are recognized, promoted, and anticipated. (Schneider et al., 2013). Employee attitudes are influenced by the company climate regarding connections, a sense of belonging, and performance (Berberoglu, 2018). Furthermore, job satisfaction, overall organizational efficiency and effectiveness, accomplishment needs, affiliation and capacity, and commitment can influence the organizational climate's effects (Obeng et al., 2020). A positive work environment encourages employee productivity and reduces turnover (Moslehpour et al., 2018). The organizational environment directly impacts job satisfaction, and according to Sugiarto (Sugiarto, 2018), job satisfaction is one of the keys to improving organizational performance. Organizational climate is a covert social phenomenon that influences the behavior of individuals in the workplace.. It can modify human behaviours and attitudes to present and future difficulties (Asbari et al., 2019). Additionally, Luqman and his associates' acclaimed from their research that organizational climate increases employee performance (Luqman et al., 2020; Purwanto et al., 2020; Sagay et al., 2018) and promotes employee innovation and morale (Haholongan & kusdinar, 2019).

Both academics and industry professionals have been fascinated by organisational environment for a long time. (Schneider et al., 2013). Many studies have examined how organizational climate affects employee performance. Managers (Pritchard & Karasick, 1973) and teachers in different universities (Reza, 2010) have been studied where research found that organizational climates have positive influence on job performance whereas, negatively affect teacher performance. Work attitude affects individual and organizational performance, while organizational environment, culture, and management style affect job performance (Popa, 2011).

Furthermore, lakshmanan (lakshmanan, 2014) analysed the work environment and performance of employees at a number of state-run companies in Tamil Nadu. Where, worker attitude, job characteristics, working circumstances, personal policies, managerial structure and policies, performance–reward relationship, participatory management, external influences, societal values, and new technology analyses measured organizational climate. The study indicated that organizational atmosphere affects employee performance. According to Vijayabanu and associates (Vijayabanu et al., 2017), both employees and owner expect a positive corporate atmosphere, which boosts performance. Supervisory style, quality, conflict, autonomy, work commitment openness, and organization support were used here as the facets of organizational climate. The study indicated that Human Resource Development climate affects work performance. Different scholars used various variables that represent organizational climate which have influence on job performance. Organizational climate benefits people, communities, and industries. Positive work environments motivate employees. Industry managers can gauge employee opinions on management. The industry's best results, valuable additions, and rising labor costs must benefit the community.

The different study examines at the link between the work environment and job performance in a different way. Researchers showed that (Atta et al., 2019; Permatasari & Ratnawati, 2020) how a positive work environment is essential to foster employee productivity. Additionally, others (Rimbayana et al., 2022; Meitisari, 2018) found that only the workplace environment affects employees' performance. However, they could not significantly generalize their findings. All of the study conducted abroad, where different cultural orientations were involved and these carried out different results, so the outcomes of the empirical studies conducted in the past have produced

conflicting findings. As a result, the aim of this research is to obtain more accurate image of the organizational climate and its actual influence on employees' work performance. In Bangladesh, there have yet to be many studies in this area, so the present study will contribute to the current literature by presenting empirical evidence about the influence of organizational climate on employee job performance using perceptions of employees doing jobs in different private and public organizations. Here, different variables such as structure, perceived organizational support, reward, and warmth have been used to represent organizational climate clearly and try to find out the association with job performance. The present study enhances the existing body of knowledge by examining the impact of organizational climate on job performance within the context of Bangladesh.

2. Literature Review and Hypothesis Formulation

Some academics have identified four characteristics of organizational climate: individual freedom, the structure imposed on the circumstance, reward adaptation, and warmth and support (Shoraj & Llaci, 2015) and recent study examined how adjusting to employee ethical development and the righteous work environment affects employee attitudes. The climate in the workplace has four dimensions: structure, responsibilities, reward, and support (Forte, 2011). Structure, reward, warmth, and perceived organization support level organizational climate are collectively adopted in this study.

2.1 Organizational Climate and Employee Performance

The organizational climate is a shared understanding of working in a company concerning organizational unit activities, policies, procedures, routines and rewards, and planned behavior (Puspitawati & Atmaja, 2019). It relates to how employees feel about the norms, practices, procedures, and behaviors that are rewarded, encouraged, and expected (Ehrhart et al., 2015). According to Abbas and associates (Abbas et al., 2010), organizational climate is a set of measurable workplace characteristics employees perceive and influence their behavior.. It is people's perception and attitude about the organization, whether it is a good or bad place to work, friendly or unfriendly, whereas the organization culture is the deeply held assumptions, values, and beliefs that are enduring, often unconscious, and difficult to change (Wendell et al., 2004). Organizational climate has significant association on job performance (Kangis et al., 2000) and shown that a healthy work environment improves performance. It also acknowledged a positive impact on organizational performance (Berberoglu, 2018; Puspitawati & Atmaja, 2019; Manuaba et al., 2020)

2.2 Structure

An organizational structure defines how tasks are allocated, who reports to whom, and the procedures for formal coordination and member interaction (Hoşgör, 2015). Additionally, the allocation of resources, methods of coordination, and management's focus on the end goal are all aspects of an organization's structure (Pugh, 1990). It also considered the lens through which people see their workplace and the wider world (Jacobides, 2007). Moreover, the allocation of resources, methods of coordination, and all components of an organization's structure must be focused on the end goal. (Pugh, 1990). Organizational structure influences how roles, authority, and duties are assigned, regulated, and coordinated and how information moves across management levels. Formalized organizational structures provide choice limitations at both the top management and lower level, which can lead to feelings of job alienation and a decline in employee performance (Pandey & Welch, 2005). Previous literature revealed that organizational structure is positively associated with job performance (Johari & Yahya, 2009). On the contrary, Kessler (Kessler, 2007) found that organizational structure and job performance are not significantly associated. Additionally, one study was conducted on private hospitals, where researchers found a adverse association between organizational structure and job performance (Alipoor et al., 2017). For this, we propose the following hypothesis:

H1: There is a considerable link between structure and the employee job performance.

2.3 Perceived Organizational Support

Perceived organizational support (POS) defines employees' perceptions about the perceived support given by the higher authority of their organization. Eisenberger and his associates (Eisenberger et al., 1986) define POS as the extent to which employees believe their employer cares about their well-being and values their contributions to the organization.. The study needs to determine the association between perceived organizational support and job performance. According to social exchange theory (Eisenberger et al., 1990), performance increases among workers who receive high levels of employer support. Two study was conducted to examine the connection between POS and performance in the workplace. The path coefficient between POS and performance at work was not statistically significant in any of these investigations (Settoon et al., 1996; Wayne et al., 1997). On the other hand, a partial association was found between the two variables (Byrne & Hochwarter, 2008). However, another study found that perceived organizational support was the most significant predictor of job performance (Darolia, 2010; Miao & Kim, 2010) As result of the above discussion, we developed this hypothesis:

H2: There is a considerable link between perceived organizational support and the employee job performance.

2.4 Reward

The term "reward" pertains to acknowledging an individual's service, exertion, or accomplishment, as Amini et al. (2014) stated. In employee-employer exchange relationships, rewards are considered a crucial factor (White & Drucker, 2000; Cropanzano & Mitchell, 2005; Armstrong, 2010). According to Bratton and Gold (Bratton & Gold, 2003), Robbins (Robbins, 2003), and Rynes (Rynes et al., 2004), incentives serve as a source of motivation and contentment for individuals who exhibit exemplary performance. Additionally, Rahmani and Ghanbari said that (Rahmani & Ghanbari, 2015), rewards can be classified into two categories: tangible and intrinsic. Tangible rewards include salary, promotion, freedom in office, and job security, while intrinsic rewards refer to factors such as praise and acknowledgment. According to the previous studies, rewards have positive association on job performance (Chomal & Baruah, 2014; Hussain et al., 2019). However, research conducted by Jalal and Zaheer (Jalal & Zaheer, 2017) revealed that, psychological rewards exert a considerable positive influence on job satisfaction, while their impact on job performance is deemed insignificant. As a result of the above discussion, we developed this hypothesis:

H3: There is a considerable link between reward satisfaction and employee job performance.

2.5 Warmth

The term "warmth" pertains to sentiments of fondness, endearment, pleasantness, and favorable consideration and encompasses the provision of emotional accessibility and assistance (Zhou et al., 2002). According to Cuddy and associates (Cuddy et al., 2008), the concept of warmth pertains to the inferred motives of individuals and encompasses qualities that facilitate the preservation of social interactions and relationships, such as amiability, benevolence, and genuineness. Perceived traits such as cordiality, helpfulness and empathy are connected with warmth. (Cuddy et al., 2011; Fiske et al., 2007). More research findings should be found regarding the correlation between warmth and job performance. In their research titled "Predicting Job Performance Across Organizations," Day and Bedein (Day & Bedein, 1991) discovered a significant association between warmth and performance. As result, we developed this hypothesis:

H4: There is a considerable link between warmth and the employee job performance.

The following research Framework is established basis of literature evaluation and hypotheses examined for the study:

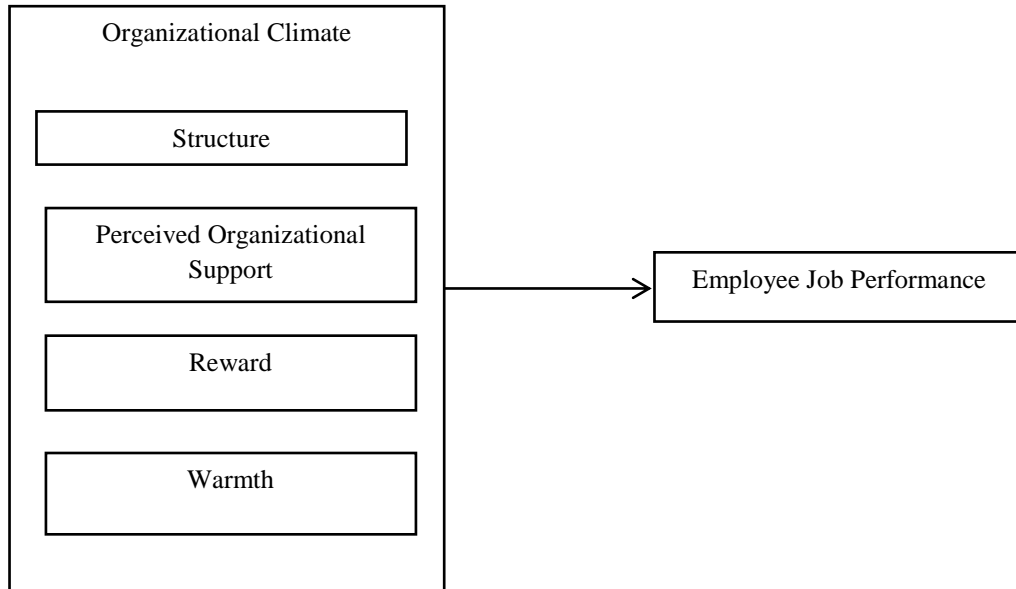


Figure 1
Self-generated proposed Research Model
 Source: Author’s Construction

3. Research Design and Methods

3.1 Measurement Instruments

In our proposed study, the measurement items of each construct were collected from previous Studies. Table 1 shows the details of the measurement items of each latent construct.

Table 1

Measurement Items

Structure	S1: It's not always clear who has formal decision-making authority.	(Fielder et al., 1996)
	S2: The organization's jobs are clearly defined and logically organized.	
Perceived Organization Support	POS1: I feel like I'm part of a well-oiled system.	(Susskind et al., 2003)
	POS2: When I'm working on a difficult project, I can typically count on help from my supervisor and coworkers.	
	POS3: Everyone in this organization is interested primarily in what is best for them.	
Reward	RS1: This company has a fair compensation system and restructuring procedures.	(Janz et al., 1997)
	RS2: Employees are compensated in proportion to how well they accomplish their jobs.	
	RS3: There is a promotion system in place here that	

	assists the best man in advancing to the top.	
	RS4: This group has received a lot of criticism.	
Warmth	W1: There is a pleasant mood among the members of this organization.	
	W2: Getting to know people in this organization is quite difficult.	
	W3: The bosses and workers of the organization get along well with each other.	(Janz et al., 1997)
	W5: People in this organization are calm and stand apart from each other.	
Employee job performance	EJP1: I recall the work outcome I needed to reach.	
	EJP2: I was doing a good job with my task.	
	EJP3: I assumed more tasks.	
	EPJ4: I am a regular attendee at meetings and consultations.	(Janz et al., 1997),
	EJP5: I discuss the bad parts of my job with my coworkers.	

Source: Author's Construction

3.2 Samples and Procedures

This study collected empirical data through an online survey. The empirical data for this study was gathered through an online survey. The researchers utilized a convenience sampling strategy. Convenience sampling is a non-probability sampling strategy that involves gathering data from persons freely available in the population. A Google form was used as a data collection tool. The Google form was opened on April 10, 2022, and closed on May 22, 2022. The questionnaire had three parts. Part one briefly described the objectives of this study and ensured the respondents that researcher would maintain the confidentiality of their responses. Part two asked for demographic questions (age, gender, level of education, organizational titles, income), and finally, Part three contained the measurement questions for each construct. In the measuring questions, a five-point Likert scale was utilized, with responses ranging from (1) "strongly disagree" to (5) "strongly agree."

The sample size has been determined following the guidelines of Malhotra and Dash (2004), who suggested that there should be at least four or five times as many sample sizes as variables. According to their suggestion, in this study, 200 job holders from different government and private professions answered the questionnaire, of which 139 observations were suitable for the final analysis.

Statistical procedures such as Cronbach's alpha, reliability testing, Mean, Standard deviation, ANOVA, and F test are utilized to process data using a social science statistical program (SPSS).

4. Analysis

This study used descriptive statistics to summarize the questionnaire's demographic characteristics and item measurement scale. Descriptive statistical analysis was used to establish respondents' demographic profiles, mean gaps between constructs, and correlations between constructs. We measure Cronbach's alpha value for reliability to establish internal consistency. Inferential statistics were utilized to reach conclusions from these data. In the research, the researchers used multivariate regression analysis with a significance threshold of 5% to assess their hypotheses. Here, research data was collected using Google Forms and subsequently transferred to Microsoft Excel. This study analyzed the respondents' demographic status and measurement items using SPSS version 16.00.

Table 2

Respondents' Demographic Profile

Items	Description	Frequency	Percentage
Gender	Male	86	57.0
	Female	63	41.7
Age (in years)	20-30	105	69.5
	31-40	42	27.8
	40-50	2	1.3
	Above 50	1	.7
Organizational Titles	Government Sector	84	55.6
	Private Sector	66	43.7
Level of Education	HSC	10	6.6
	Graduate (Honors)	73	48.3
	Post-Graduate (Masters)	66	43.7
Income (Monthly)	10000-20000	36	23.8
	20000-30000	74	49.0
	30000-40000	25	16.6
	40000-50000	9	6.0
	Above 50000	5	3.3

Source: Author's Construction

According to the findings, more than 70 percent of respondents were between the ages of 20 and 30, and the majority of respondents were male (57 percent). and that just 41.7% of respondents had jobs in the private sector, while 55.6 percent of respondents worked for the government. Additionally, holders of Bachelor's degrees made up the majority of respondents (48.3%), while holders of Master's degrees made up only 43.7% of the total. Most respondents, or 49%, reported having a family income of between 20,000 and 30,000 BDT.

Table 3

Reliability and Validity of Data

Constructs	Items	Cronbach's Alpha
Structure (S)	S1	0.650
	S2	
Perceived organizational support (POS)	POS1	0.670
	POS2	
	POS3	
Reward satisfaction (RS)	RS1	0.777
	RS2	
	RS3	
	RS4	
Warmth (W)	W1	0.790
	W2	
	W3	
	W4	
Employee job performance (EJP)	EJP1	0.729
	EJP2	
	EJP4	
	EJP5	

Source: Author's Construction

In order to evaluate the primary dependability of the data, Cronbach's alpha was applied to the data and analyzed. The required reliability, as determined by the findings of several different researchers, is 0.70. (Kothari, 2004). The data are shown in Table 3, where it is clear that each value of Cronbach's alpha is higher than 0.70. As a direct consequence of these findings, strong internal consistency and convergent validity have been established.

Table 4*Descriptive Statistics*

Variables	Mean	Std. Deviation	N
EJP	4.1511	.42283	139
S	3.9140	.42805	139
POS	3.9772	.39634	139
RS	3.8917	.40845	139
W	3.7194	.42849	139

Source: Author's Construction

The critical dimensions via which organizational climate can be described are shown in the table above (table 2). The table above shows the mean and standard deviation of the organizational climate dimensions. Considering the means, the essential factors the employees consider for organizational climate are: employee job performance (4.2), structure (3.9), perceived Organizational Support (4.0), reward satisfaction (3.9), and warmth (3.5). The statistics also show that the mean value of employee job performance (4.2) indicates a high mean value.

Table 5*Summary of the Model*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.420	.32190

Source: Author's Construction

a. Predictors: (Constant), Structure, perceived organizational support, Reward satisfaction, warmth

From the above table (table 5), we can see that the value of R (Pearson's r) is 0.661, where Pearson's r measures the linear correlation between two variables. +1 indicates a positive correlation between two variables. R denotes that the dependent and independent variables have positive and strong enough relationships to describe the model. According to Davis (1971), the link between two variables is strong when the r is between 0.50 and 0.69 and the r is between 0.30 and 49, indicating a moderately strong relationship. As a result, the findings demonstrated a strong link between organizational atmosphere and employee job performance. The value of Adjusted R2 (which assesses how close the data are to a fitted regression line) is also determined to be. 420 indicates that the independent variables in the sample account for 42% of the variance in the dependent variable.

Table 6*ANOVA^a*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.788	4	2.697	26.027	.000 ^b
	Residual	13.885	134	.104		
	Total	24.672	138			

Source: Author's Construction

a. Dependent Variable: Employee job performance

b. Predictors: (Constant), Structure, perceived organizational support, reward satisfaction, warmth

The value of F is 26.027 in the table above (table 4). 05 level of significance indicates that we are 95% sure of the results, which is higher than the critical value of F from the F distribution (1.869). The P value is 0.000, indicating that both studies can accept the hypothesis. There is a strong link between organizational atmosphere and employee job performance.

Table 7

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.338		2.259	.026
	S	.230	.075	.233	3.069	.003
	POS	.232	.085	.217	2.735	.007
	RS	.179	.083	.173	2.153	.033
	W	.233	.081	.236	2.895	.004

Source: Author's Construction

a. *Dependent Variable: Employee Job Performance*

The value of various coefficients used to build the regression model is shown in the table above (table 7).

Table 8

Correlations

		S	POS	RS	W	EJP
S	Pearson Correlation	1				
	Sig. (2-tailed)					
POS	Pearson Correlation	.367**	1			
	Sig. (2-tailed)	.000				
RS	Pearson Correlation	.427**	.488**	1		
	Sig. (2-tailed)	.000	.000			
W	Pearson Correlation	.437**	.495**	.487**	1	
	Sig. (2-tailed)	.000	.000	.000		
EJP	Pearson Correlation	.472**	.504**	.514**	.510**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Source: Author's Construction

** *Correlation is significant at the 0.01 level (2-tailed).*

The Pearson correlation coefficient analysis results are displayed in Table 8. The findings show that most variables are related in some way. The Pearson correlation with the greatest r value is 0.514, indicating a significant link between the independent variable "Reward satisfaction" and the dependent variable "employee job performance." The lowest r value is 0.472, indicating that the independent variable's "structure" and "employee job performance" correlate poorly. All relationships have positive indicators, showing a favorable association between each of the constructs studied. This study found that S (r = .472, p < 0.05), POS (r = .504, p < 0.05), RS (r = .514, p < 0.05), W (r = .510, p < 0.05) significantly and positively influence Employee Job Performance. Thus, these results support the H1, H2, H3 & H4.

5. Discussion

This research aims to examine how organizational culture affects workers' performance. This research has formulated four hypotheses based on a survey of the existing literature. Statistical testing confirmed all four hypotheses. According to the results, the structure significantly affected the

employee job performance. This result shows that workers are likelier to do a good job when they know what is expected from them and how their efforts contribute to the bigger picture. The finding (Johari & Yahya, 2009) that organizations should determine if the current organizational structure supports them to increase employee job performance is also consistent with this outcome. So, we can say an effective organizational structure can boost job performance. The findings also reveal that workers' perceptions of organizational support play a significant role in determining their performance on the job. This research suggests that employees who have favorable impressions of their employers and believe their managers genuinely care about them would be more productive on the job. This conclusion was supported by previous studies (Darolia, 2010; Miao & Kim, 2010). The statistics also showed that reward is strongly correlated with performance on the job. This research suggests that people are more inclined to strive for excellence and put in extra effort toward their goals if they believe that doing so will be rewarded. This result agrees with other researchers (Chomal & Baruah, 2014; Hussain et al., 2019) who found that workers who were rewarded frequently for their performance were more invested in remaining with the company over the long term. It is safe to say that happy workers are more productive in the workplace. Hypothesis four was also supported by the data, which showed that warmth positively affected workers' job performance. This finding suggests that employees are more likely to be motivated, devoted, and enthusiastic about their roles when they feel valued, respected, and emotionally attached to their workplace. These findings are consistent with the findings of the researcher (Day & Bedein, 1991), who found that people are less likely to experience chronic stress, weariness, and emotional depletion when they feel valued, supported, and appreciated. Workers can concentrate, keep working hard, and achieve their full potential when stress is reduced.

6. Implications

The findings of this research will aid organizations and their upper management in fostering effective communication with their lower-level employees to improve their job performance. Simultaneously, it could help the government concerning authorities and public-private policymakers with the effect of organizational climate dimension on employee job performance. Besides, other developing countries like Bangladesh can take a lesson from the finding of this study.

7. Challenges and Future Research

The relationship between organizational climate and employee work performance is explored in this study. However, there are some limitations to this empirical study that must be considered when interpreting the findings and conclusions. Firstly, this analysis only covers some potential influences on employee performance. This study, for example, only captures some aspects of the organizational climate, such as duties and the level of structure imposed on events that affect employee performance. Future studies will take these characteristics into account. Second, research models and estimations were tested using data from enterprises operating in a specific location, limiting the results to the Barishal government and private employment sector. As a result, the study's findings cannot be generalized. Future research into applying the constructs employed in this study to other emerging economies will be a fascinating issue to investigate to overcome this limitation. Finally, future research might combine subjective case studies with a quantitative approach to get more accurate results. When the four hypotheses are explored, the study discovers that organizational climate dimensions are a modest link between organizational climate and employee work performance.

8. Conclusions

The goal of this study was to see how organizational climate affected employee job performance. The results of this investigation confirmed that all of the factors that make up an organization's climate (structure, perceived organizational support, reward, and warmth) had a substantial impact on how well its employees do their jobs. We built a study model from concepts in the existing literature that we found to have significant effects on workers' job performance in this setting. In particular, the study found that structure was the most essential component, and incentive was the least significant

factor in assuring job performance. In addition, the R^2 of 0.437 suggests a high degree of predictability.

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