



IMPACT OF ORGANIZATIONAL CLIMATE ON JOB PERFORMANCE OF PUBLIC UNIVERSITY TEACHERS IN KHYBER PAKHTUNKHWA PAKISTAN

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ABSTRACT- The study was conducted to see impact of organizational climate on Job performance of public university teachers in Khyber Pakhtunkhwa. The main objective of the study was to find out the impact of organizational climate on job performance of teachers. Quantitative research design was used in this study. The sample of the study was mainly consisted of 404 teachers which were taken by applying simple random sampling technique. A Likert type questionnaire taking items related to organizational climate and job performance was used. The researcher personally visited to get maximum responses. The gathered data were analyzed by using statistics e.g. mean, standard deviation, correlation and regression. The study concluded that organizational climate and job performance of teachers are moderate positive correlated at higher education level in Khyber Pakhtunkhwa Pakistan.

Keywords: Organizational Climate, Communication, Leadership, Motivation, Job Performance, Relationship, Variables and University Teachers.

I. INTRODUCTION

Rasheed (2010) found that Higher Education Institutes (HEIs) play pivotal role in the development of any country. Like any other country HEIs in Pakistan also play imperative role in her progress and development. In modern era education institutions are significant part to create better work place for knowledge seekers to contribute in the development of any country. Chughtai & Zafar (2006) asserted that staff is the main asset for their development of any organizations; similarly, highly committed university staff can contribute in the progress of the institution. Medly and Shannon (1994) explained that educational institutions are basically depended on performance of their teachers. It is not wrong to say that good performance students link with efficient performance of their teachers. Teachers' job performance plays a very dynamic role in promoting teaching and learning process. A professional teacher needs to be suitable way of teaching, appropriate models, valuable personality, command on their subject and ethical values for lifelong learning of their students. Adeyeme (2010) revealed that here is one factor that influence job performance of teachers is an organizational climate. The dimensions related to organizational climate were dignified based on behavior of teachers and principals as well. An institution leader can influence the performance of their teachers by identifying and fulfill their needs. Raza and Arid (2010) described that there is connection between job performance of teachers and organizational climate of institutions, and teachers are professional acid that mould the future of our nation. The education system of a country cannot run in smooth way without these professionals. Teacher job performance is a very decisive aspect and past few years a topic, effect of organizational climate on teachers' job performance has become most important for researchers and education officers as well. Although number of researchers have been conducted studies on mentioned topic, numerous studies have concluded that, generally job performance of teacher's in the world is not up to the mark and particularly the country Pakistan is also failed to get their best in the same area. Saetang et al (2010) pointed out that job performance is controlled set of individual behavior which could be dignified to see the performance level of individual; it is an one of the important factor for task effectiveness of an individual, thus the success and failure of an organization be governed by job performance of its workers.

Bentea, (2013) found that an organization is a social work place that has combined goal and conceded to an external environment. Number of aspects related to teachers e.g. time spent in an organization,

educational level, position and knowledge may effects the various components related to organization e.g. resource management and climate as well. Thus we can say that both, organizational climate and job performance of teachers had effects each other. Keeping in view the entire current scenario especially country Pakistan, the particular study was taken entitled "Impact of Organizational Climate on Job Performance of Public University Teachers in Khyber Pakhtunkhwa, Pakistan".

II. LITERATURE REVIEW

Organizational Climate

McMurray (2003) said that in past few years, various researcher scholars have been developed and done work related to organizational climate. Perceptual and descriptive, currently these two concepts work in organizational climate. According to Brown and Brooks (2002), different agreement and opinions of workers related to system, structure and practice present the descriptive concept of its organization. Dormeyer (2003) described that an organization which may be affected by perceptions of their workers lead to perceptual concept of its organization. Therefore, the concept of organizational climate can be seen as the combine perceptions of their workers that could be changed any time. Hoy and Forsyth (1986) illustrated that usually the concept of organizational climate is connected with opinions of working employee. The word organizational climate is unswervingly linked to administration and their workers which may effects the behaviors and motivation of all the staff. Further, organizational climate is moderately stable quality that practiced by workers of organization, motivates their behavior, and is based on their combine perceptions. Walz and Niehoff (2000) mentioned that the climate in an organization which imitates the different kind of individuals who unite the organization, the work procedures, means of statement and the workout of expert inside the individual organization. Further they believed that, it is not a big deal to detect variations in climate of organizations, the problem is that to cover these variation with name. Climate is a circumstance in which number of people interacts with each other and judge, reward, constrain, and help each other. Similarly, it also influences the work and attitude of individual.

Measuring Organizational Climate

Generally a tool use for measuring organizational climate is questionnaire that aims to measure its fundamental dimensions. At earlier related to measuring organizational climate done by Forehand and Gilmer (1964) had filled questionnaires by employee related to climate that measured dimensions like leadership styles, degree of bureaucracy and formalization. Halpin and Croft (1963) reported that climate of any organization influenced through dimensions related to perception of employees such as social relationship, enjoyment, intimacy, routine duties, constant supervision, aloofness, management behavior and feelings of employees. Jones and Jones (1979) conducted a research study related to organizational climate, found 35 factors that may effects climate and they classified these factors into five basic dimensions for organizational climate. These five dimensions are listed below:

- Perceived conflict and ambiguity
- Perceived job challenge, importance and variety
- Perceived leader facilitation and support
- Perceived work-group cooperation, friendliness and warmth
- Professional and organizational expert

Ahmad, Majid & Zin (2015) narrated that universities should provide promising organizational climate to increase the level of academic staff commitment. Mangi et al (2011) stated that good working climate enables employees to perform their job easily which lead to enhance employees' commitment towards organization. Gouldner (1960) revealed that the phenomenon can be supported by the reciprocity of SET. Chen (2005) stated that when organization offers good working environment (i.e., proper communication system and comfortability with colleagues), employees feel more satisfied and their level of commitment increases. Nawab & Bhatti, (2011) elaborated that HEIs should provide conducive working climate in order to get committed and motivated academic staff members in Pakistan. Boxall & Macky (2009) found that most of the studies on organizational climate have found that favorable working climate has positive impact on commitment, efficiency, effectiveness and overall employees' performance. Raihan et al (2012) revealed that working condition was not significantly related to affective commitment. So, these contradictory results showed that for better understanding there is a need to further examine this relationship in the context of public HEIs in Pakistan.

Job Satisfaction

Smith (1998) described that people polish their physical and mental abilities with the passage of time in their working environment. Many of them focused to do best and make their and other lives best as much

as possible. The motive for getting a job is often extensively more than just income. Job may be linked with personal goal of life of an individual. When an individual gets job according to their expectation and desire, the person expresses their emotions of positive nature and such emotions turn to job satisfaction. Similarly, these emotions may major contribute to life satisfaction of individual. According to Smith and Kendall (1969), the word job satisfaction means feelings and emotions of individual regarding their job. These emotions and feelings are connected to perceptions of individual about what he was expected and what he gets. Locke (1969) asserted that job satisfaction means pleasurable moments of someone that resulting from achieving desirable job. Further reports that job satisfaction based on what an individual want to get and what actually he/she gets.

Job Satisfaction and Performance

Neal, West & Patterson (2005) described that teacher's performance and job satisfaction are inter linked with each other. A research study reports that conducive working environment leads to job satisfaction as well as positive job performance. According to Bruce and Blackburn (1992), positive job satisfaction of individual may leads to better performance of individual; it means there is valuable connection between job satisfaction and job performance. Spector (1997) concluded that good performance of individual help in getting more job satisfaction because he/she gets more appreciation and rewards with the help of their better performance.

III. METHODOLOGY

Research methodology provides clear map to researchers to conduct their research study in efficient manner. It clears the map of the researchers through which they frame their problem, research objective and show their study result from the data taken the study period (Shirish, 2013). The study aimed was to see the impact of organizational climate on job performance of university teachers in Khyber Pakhtunkhwa. Quantitative research design and survey method was adopted to conduct study in meaningful way. The research population of the study was mainly constituted of the entire public university teacher in Khyber Pakhtunkhwa. The sample of the study was consisted of 404 university teachers taken with the help of L R Gay rule. Similarly simple random sampling technique was used in the study. The particular study structured a questionnaire which was made valid and reliable by applying proper procedure. The questionnaire of the study was consisted of three parts, first part covering demographic information, second part covering items related to three constituents of organizational climate e.g. communication, leadership, motivation and the third part of questionnaire covering items related to teachers performance. The researcher collected maximum data of the study himself. The received data of 290 public university teachers were arranged and analyzed by using descriptive and inferential statistics such as Mean, Standard Deviation, Correlation and Regression.

IV. RESEARCH RESULTS

Table 1: Demographic Information of University Teachers

S.No.	Demographic Variables	Frequency	Percentage
1	Gender		
	Male	246	84.82
	Female	44	15.17
2	Marital Status		
	Married	233	80.34
	Unmarried	57	19.65
3	Experience		
	Less than 10 years	139	47.93
	10-20 years	79	27.24
	21-30 years	59	20.34
	31-40 years	13	4.48
4	Designation		
	Lecturer	133	45.86
	Assistant Professors	107	36.89
	Associate Professors	43	14.82
	Professors	7	2.41

Table 1 shows demographic information of respondent teachers. Total 290 duly filled in questionnaires received having demography e.g. gender, marital status, experience and designation. The result depicts

that teaching profession in public university was dominated by male teachers consisted of 84.82% while only 15.17% were female teachers. The marital status and experience shows that most of teachers 80.34% and 47.93% were married and less than 10 years respectively. Similarly designation reveals that majority of respondents, 45.86% were lecturer while 2 only 2.41% respondents take place in professor category.

Table 2: Constituents

Constituents	Mean	SD	Indicator
Communication	3.0	.90	Moderate
Leadership	3.6	.60	Moderate
Motivation	3.8	.54	Moderate

Indicator: 1.0 to 2.5 (Low), 2.6 to 3.99 (Moderate) and 4.0 to 5.0 (High)

Table 2 shows the descriptive statistics result of three constituents of organizational climate. The result for each constituent is arranged in ascending order. The Mean scores for communication, leadership and motivation were 3.0, 3.6 and 3.8 respectively. As whole result showed that the levels of all three constituents were moderate.

Table 3a Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.346a	.120	.117	.5733	.120	43.17

Table 3b ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	14.190	1	14.190	43.171	.000b
	Residual	103.86	289	.32		
	Total	118.05	290			

- a. Dependent Variable: Teacher Performance
- b. Predictors: (Constant), Organizational Climate

Table 3c Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.552	.094		27.217	.000
	Organizational Climate	.254	.039	.347	6.570	.000

The table 3a shows the value of "r" (.346) which means moderate positive linear connection between organizational climate and job performance of university teachers. According to Davis (1971) the value of r +0.30-+0.49 considered positive and moderate linear correlation. Similarly, table 3b shows the model is significant because value of p is > than 0.05. The value of R2 is (.120) which shows that 12% impact of organizational climate on teacher job performance.

V. CONCLUSION

According to Hoy and Forsyth (1986) usually the concept of organizational climate is connected with opinions of working employee. The organizational climate is directly connected to administration and their workers which may effects the behaviors and motivation of all the staff. Further, organizational climate is moderately stable quality that practiced by workers of organization, motivates their behavior, and is based on their combine perceptions. According to Rotundo and Sackett (2002) Job performance is controlled set of individual behavior which could be dignified to see the performance level of individual; it is an one of the important factor for task effectiveness of an individual, thus the success and failure of an organization be governed by job performance of its workers. The study concluded that three constituents of organizational climate e.g. communication, leadership and motivation were found moderate among public universities of Khyber Pakhtunkhwa. The current study also concluded that there was moderate positive interaction between organizational climate and job performance of university teachers in Khyber Pakhtunkhwa. As Adeyemi (2008) and Raza and Arid (2010) conducted researcher study related to organizational climate and job performance of teachers, they concluded that conducive climate could

enhance the job performance of teachers. Therefore the study concluded that organizational climate has positive impact on teacher job performance, teacher job performance depends upon organizational climate, teacher performance will move to better path increase if their healthy and congenial working climate.

Therefore, it is recommended that organizational leader may create positive and conducive working climate in public universities to enhance job performance and valuable results as well.

VI. AVAILABILITY OF DATA AND MATERIAL

The data of particular study could be made available by contacting the corresponding author.

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