The Impact of Multiple Organizational Climates on Performance of Public Sector Organizations: Evidences from Pakistan

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ABSTRACT

The purpose of this study is to examine the relationship among multiple organizational climates and micro level performance (MLP) in public sector organization of Pakistan. The research study has examined that five types of organizational climates (participative, innovative, leadership, service and ethical) effect MLP outcomes. The primary data was collected via standard questionnaire randomly from sample size of 250 employees working at regional head office and various branches of National Database & Registration Authority (NADRA) Peshawar, KPK, Pakistan. In addition standard multiple regressions model was used to test several hypotheses statistically about multiple climate, 'MLP' outcomes including, group level organizational citizenship behavior (GOCB), exit, and job satisfaction. The research findings have revealed that multiple climates were positively related with MLP outcomes i.e. employees' job satisfaction and GOCB and exit.

Keywords: Multiple Climates, Performance, National Database & Registration Authority, Group Level Organizational Citizenship Behavior, Job Satisfaction, Exit, Public Sector Organization
JEL Classifications: M000

1. INTRODUCTION

In recent years the organizational climate has been received significant attentions firm management researches especially of understating its meaning, diversity and in relation with context of performance outcomes (Glick 1985; Raza, 2010; Vashdi and Vigoda-Gadot, 2011; Noor et al., 2011). Public service environment has play a vital role in our daily lives, and consistently remain in interaction with their masses, governmental institution which facilitate people and provide overall satisfaction to them in the context of administrative state.

This public service sphere operationalized as organizational climate in the literature of management and administration by researchers (Vashdi; Vigoda-Gadot and Shlomi, 2011). The perception of organizational climate effects organizational citizenship behavior of employees in public sector organization of Pakistan (Noor et al., 2011). There are number of research studies available organizational climate in both public and private organizations i.e. in banking, telecom, education and other public sector organization (Raza, 2010; Noor et al., 2011; Bhutto and Laghari, 2012). But unfortunately less number of research studies investigated the role organizational climate in public sector organizations.

The previous research study suggested to examine multiple organizational climate in public sphere by providing meaningful rationality, theoretical and empirical background (Vashdi; Vigoda-Gadot and Shlomi, 2011). In addition to examine the multiple organizational climates with MLP outcomes yet to be explored specifically in the context of public sector organizations i.e. National Database & Registration Authority (NADRA), Pakistan.

In nutshell the purpose of this study is to examine multiple organizational climates and their relationship with organizational citizenship behavior (OCB), exit, job satisfaction and performance in public sector organization i.e. NADRA of Pakistan. In addition the research is to examine that five types of multiple climates (participative, innovative, leadership, service and ethical) effect MLP in public sector organization. This research study would provide meaningful insight and understanding about interplay between multiple climates with MLP outcomes, in NADRA, Peshawar, KPK, Pakistan.

2. LITERATURE REVIEW

Public sector organizations are one of the integral part of any state and economy and its play a significant role in social and administrative activities. Where bureaucratic structures lack of innovative climate (IC) (Borins, 2000a), in highly bureaucratic and administrative organizations which carry dual chain of command, leadership and competitive style, but research shows that now such a organizations are looking ahead to improve their image and productivity in recent past (e.g. Borins, 2000b).

In the same vain now policy makers, public administrator are trying to reduce the traditional bureaucratic models and shift towards new and integrative models to involve lower management and encourage creativity, innovation, responsibility and autonomy (Vigoda and Golembiewski 2001). The public sector organizations should adopt the multiple climate approach in order to improve their management style, but to do so they need to combine all the facets of climates into one complete the jigsaw picture. This integration of climates improve all the spheres including education, health, welfare and betterment of living standards and services to the citizens (Vashdi; Vigoda-Gadot and Shlomi, 2011).

2.1. Multiple Organizational Climates
The core concept of organizational climate was introduced in organization in late 1960s. The research studies agreed on the point that climate and culture both are important constructs in organizational workplace setting. According to (Tagiuri and Litwin, 1968) the organizational climate defined as "relatively enduring quality of the internal environment of an organization that (a) is experienced by its members, (b) influences their behavior, and (c) can be described in terms of values of a particular set of characteristic of the organization". In other words organizational climate in actually related to the practices and processes carried out inside workplace which is subjectively sense making and can be formal or informal in nature (Glick 1985).

The multi-dimensionality of climate makes it quit important for researchers (MacCormick and Parker 2010). The some researchers have agreed on the uni-dimensionality while other foster the multi-dimensionality approach. The Schneider (1975) is the prime contributor because of his seminal research on organizational climate follow by other researchers.

The founder researcher Schneider (1975) that the concept of climate is not generic in nature but it should be specific like 'Climate for something'. However, similarly number of researcher worked on climate facets. Service climate (SC) (Schneider, 1980), justice climate, (Leventhal 1980), political climate (Romm and Drory, 1988), participative climate (PC) (Tesluk et al., 1999), ethical climate (EC), (Starratt, 1991), HRD climate (Biswajeet, 2002), leadership climate (LC) (Chen and Bliese, 2002) IC (Bare and Frese, 2003), safety climate (Probst, 2004), EC (Mayer et al., 2010).

The focused approached like 'climate-for-something' gained significant attention form researchers. The current research study would follow the same approach because multiple climate approach is quite relevant in public sphere domains. The current study is to examine multiple organizational climates and their relationship with OCB, exit, job satisfaction and performance in public sector organization i.e. NADRA of Pakistan. In addition the research is to examine that five types of multiple climates (participative, innovative, leadership, service and ethical) effect MLP in public sector organization. The previous research study has been provided meaningful, rational, theoretical and empirical background (Schneider, 1975; Schneider, 1980; Tjosvold, 1985; Chen and Bliese, 2002; Bare and Frese, 2003; Mayer et al., 2010).

2.2. Organizational Climate and Performance
The climate is quite vital because it shapes the social and environmental structure organizational improvement and to bring change and promote individual skills and performance outcomes. The climate is no more uni-dimensional where so many researcher developed mutual consensus over this discourse (Schneider, 1975).

The performance of employees can be improved by providing on job relevant training, seminars, conferences, departmental meetings and supervision. The climates environment may be ensured through administrative policy measures and performance can be improved by allowing controlled climates rather than closed climates (Raza, 2010). Research studies have revealed that public sector organizations give better performance when the social environment is foster the individual and feel them good to provide quality services to their citizens. This climate is quite important for MLP improvement (Perry, 2000).

2.3. Micro Level Performance Analysis
The doctrine 'New Public Management Movement' in literature of public sphere, organizations mostly related to performance models both in micro/macro level examined by researchers (e.g. Lam, 1997; Christensen and Laegreid 1999). The studies in context of NFM doctrine have greater tendency towards macro level performance, the tacit knowledge and the outcome of the case studies. So the current study would focus only on MLP outcomes.

Recent study in the micro/macro level has been conducted to give more integrated results in public sector organizations (Vashdi; Vigoda-Gadot and Shlomi, 2011) which was suggested by the previous research studies in order to examine the public sector environment comprehensively. Walker and Boyne's (2009).

Finally, following Rousseau (1985), has potentially provided serious merit and supportive grounds for theoretical and empirical models to carry out mixed level the (micro/macro level) analysis of organizational climate and performance, especially in public administration and management.

2.4. Organizational Climate in Pakistani Context

There are number of research studies available organizational climate in both public and private organizations i.e. in banking, telecom, education and other public sector organization. The research study has concluded that the majority of public college principals opined that open climate was very highly and positively correlated to teacher performance, but paternal and closed climates were negatively correlated to teacher performance. Performance of teachers can be increased by promoting open, as well as controlled, climates and avoiding closed climate. These climates may be ensured through administrative policy and measures (Raza and Shah 2010).

The recent research study has investigated the impact of employee perception of organizational climate on citizenship behavior of employees in public sector organization of Pakistan. The results have revealed the positive relation between commitment and OCB. Employees who perceive justness in organization are more committed towards organization that influences the citizenship behavior in workforce for a particular organization. However, peer-cooperativeness shows significant effect on OCB as moderated by social network ties (Noor et al., 2011).

The research study in banking sector has investigated the relationship between measures of organizational climate and measures of job satisfaction as applied to executives of public, private, and foreign banks. The findings has exposed that organizational climate dimensions are positively related to the job satisfaction, such as; organizational structure, identity, and human relations where equity and empowerment are negatively related to the job satisfaction (Bhutto and Laghari, 2012).

3. THEORETICAL FRAMEWORK AND MODEL

The current research study uses first part of the theoretical model developed by (Vashdi; Vigoda-Gadot and Shlomi, 2011). The study replicate and extends this model in different institution of public sector in order examine the MLP in the context of public sector organization in Peshawar KPK, Pakistan. The previous study confirmed that the relationship among climate and performance may not only uni-dimensional in nature, because it may carry reciprocal connections. In the same vain even if the reciprocal relationship does exist but the current study would be limited to uni-dimensional relationship.

The Figure 1 exposed the theoretical framework of this research study, the model consisted of primarily two construct i.e. multiple climate and MLP, which sub divided in to five and three dimensions respectively. Multiple climate consisted of five facets (participative, innovative, leadership, service and ethical) and MLP would be

assessed by three variables including job satisfaction, group level organizational citizenship behavior (GOCB), and exit or turnover intentions. Five hypotheses have been developed to examine the MLP.

3.1. Proposed Hypotheses

H1: Multiple organizational climates (i.e., SC, LC, IC, PC, EC) are related with MLP (i.e. job satisfaction, GOCB and exit) in the public sector.

H1a: SC has relationship with MLP

H1b: LC has relationship with MLP

H1c: IC has relationship with MLP

H1d: PC has relationship with MLP

H1e: EC has relationship with MLP

4. METHODOLOGY

4.1. Sample and Procedure

A sample of public sector organization i.e. NADRA regional head office Peshawar KPK, Pakistan was used in this study. The NADRA is one of the most important organizations in public sphere of Pakistani organizations. The art of the NADRA is well equipped with the modern and advanced system and which facilitate citizens of the state.

NADRA is one of the important and largest organization in Pakistan which employs a highly skilled work force includes technical and management personnel. To sum up, NADRA is one of the few organization in Pakistan and Asian region that the synergy, experience and expertise to successfully design and implement extremely large sized projects that involve data acquisition from large populations belonging to geographically dispersed locations, data transfer over multiple backbone and last mile technologies, data warehousing, data mining and secure printing.

Primary data was collected via random probability sampling technique from sample size of 200 employees who are working in regional head office Peshawar KPK and various branches and departments of NADRA Pakistan through standard questionnaire as survey instruments. Standard multiple regressions model was used to test the proposed hypotheses, to assess MLP. The data was analyzed via SPSS 16 statistical software.

Figure 1: Model A: Multiple climates and micro level performance in public organizations
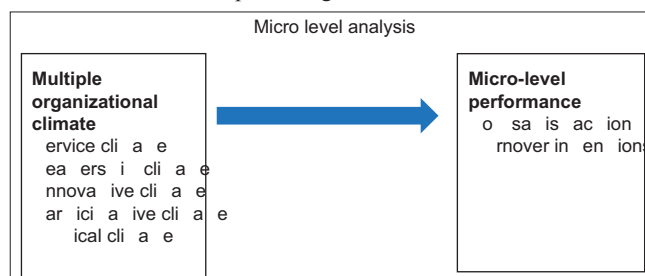
4.2. Survey Instruments

4.2.1. Service climate
The SC was measured original scale developed by Schneider et al. (1998). The SC, scale based on four dimensions i.e. (global SC, customer orientation, managerial practices, and customer feedback). Finally seven items was used to measure SC. The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.81.

4.2.2. Leadership climate
The LC was measured by nine items scale developed by Chen and Bliese (2002). The leadership measure was based on 'charismatic leadership style' and the 'consideration leadership style'. The sample question was "The Managing Director has a sense of mission which he or she transmits to me". The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.91.

4.2.3. Innovation climate
The IC was measured by scale developed by Bare and Frese (2003). The IC measure was based on both (formal andinformal) procedures, proactive approach, self-starting, and innovative approaches. The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.791.

4.2.4. Participative climate
The PC was measured by four items scale developed by Huang et al. (2005). Sample item was used (1) 'I feel that I play an important part in determining the goals of this organization'. The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.71.

4.2.5. Ethical climate
Employee respondents completed the six-item, global EC scale developed by Mayer et al. (2010). Sample items include "Department employees have a lot of skills in recognizing ethical issues," and "Department employees continually strive to maintain high ethical standards" (a = 0.89).

4.2.6. Job satisfaction
The job satisfaction was measured by six item scale developed by Schriesheim and Tsui (1980). The sample question was asked from respondents to answer 'how satisfied they were with their current job, co-workers, supervisors, current salary, opportunities for promotion, and work in general' The 5 point scale was used to rank the respondents views (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.81.

4.2.7. Exit
The exit or turnover intentions were measured by the scale developed by to (Mobely, 1982; Farrell and Rusbult 1992). The sample item included was 'I often think about quitting'. The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.83.

4.2.8. GOCB
The GOCB was measured by sale developed by (Williams and Anderson, 1991; Organ, 1988; Vigoda-Gadot et al., 2006). This study used nine item scale to measure GOCB which is based on altruistic, GOCB, compliance, GOCB, and group-level, in-role performance. Sample it was included 'the employees here take a personal interest in other employees (altruistic)'. The 5 point scale was used to rank the respondents views. (1 = strongly disagree to 5 = strongly agree). The scale reliability value was 0.78.

5. ANALYSIS AND RESULTS

This research study primarily, investigated linear relationship, level of significance and the effects of multiple organizational climate ('SC, LC, IC, PC, EC') on various, MLP outcomes (i.e. job satisfaction and self-reported GOCB and exit intentions) in the public sector organization. The analysis of this study consisted, of four parts which includes descriptive statistics analysis, correlation analysis, linear and multiple regression analysis.

5.1. The Micro-level/Individual Analysis
The analysis included correlations analysis, means square, R square, adjusted R square, and level of significance, among independent, and dependent, variable 'multiple organizational climate' to examine the 'MLP' in public sector organizations. Before testing the hypotheses the study has examined a model with only the control, variables. Table 1 which shows correlation among the variables. Taking this step was important so that when we examined the impact of the independent variables on dependent to see how the independent variable, explain, dependent variables.

5.1.1. Control variables
Control variables are included, gender, age, managerial duty, (Technical/managerial), job status, (tenured/non-tenured).

5.1.2. Correlation and results
The correlation analysis, has confirmed the existence, of linear relationship or association between the impendent and dependent variables. The correlation analysis supported the first part of the suggested hypothesis which was important to for the qualification of independent variables to be used in regression analysis later. Table 1 describes the correlation score.

The results have confirmed that SC was related positively with MLP, the value of coefficient of correlation (r = 0.621). The LC was related positively with MLP, with value of (r = 0.468). The results were confirmed positive relationship of IC with MLP where the

Table 1: Correlation analysis

Variables	SC	LC	IC	PC	EC	MLP
SC	1					
LC	0.479	1				
IC	0.666**	0.776	1			
PC	0.456**	0.453	0.446**	1		
EC	0.468**	0.566	0.495**	0.783**	1	
MLP	0.621**	0.468**	0.578**	0.595**	0.697**	1

**Correlation is significant at 0.01 level (2-tailed). SC: Service climate, LC: Leadership climate, IC: Innovation climate, PC: Participative climate, EC: Ethical climate, MLP: Micro level performance

value of (r = 0.578). The PC was associated positively with MLP having the value of (r = 0.595). The results revealed the positive association of EC with MLP having the value of (r = 0.697).

5.1.3. Multiple regressions

The second part of analysis comprised of inferential statistics. The multiple regression, model reported that, the overall model is highly significant. The Table 2 presented the values of R square, F statistics, and significance of model. The all independent variable multiple organizational climates (i.e. SC, LC, IC, PC, EC) explained the MLP to greater extent. The statistics confirmed that significance value (F (31.855) = 32.00, (p < 0.05) the coefficient of determination value was (R square = 0.604) means all the independent variables shows variability of almost 60% for the dependent variable i.e. MLP at 95% probability level.

5.1.4. Linear regression analysis

The third part of analysis, consisted of linear regression. The Tables 3 and 4 presented the individual linear relationship among multiple organizational climate and MLP. The statistics have confirmed that individually all types of multiple climate (i.e. SC, LC, IC, PC, EC) variables were significantly explained the MLP. The variable SC explained the speaking up 37% at significance level (F (51.525) = 52.00, (p < 0.05) (adjusted R square = 0.364) at 95% probability level.

The independent variables, LC has explained 19% the dependent variable MLP at significance level (F (19.869) = 20.00, (p < 0.05) (adjusted R square =.184) at 95% probability level. The IC has explained 24% MLP where significance level (F (31.323) = 32.00, (p < 0.05) (adjusted R square = 0.230) at 95% probability level.

Table 2: Over all model summary

Model	R	R square	Adjusted R square	Std. error of the estimate
1	0.796[a]	0.624	0.604	0.38197

[a]Predictors: (constant), SC, LC, IC, PC, EC. SC: Service climate, LC: Leadership climate, IC: Innovation climate, PC: Participative climate, EC: Ethical climate

Table 3: Individual models summary

Variables	R	R square	Adjusted R square	Std. error of the estimate	F	Sig.
MLP	--	--	--	--	--	--
SC	0.621[a]	0.371	0.364	0.49387	51.525	0.000[a]
LC	0.468[a]	0.193	0.184	0.55832	19.869	0.000[a]
IC	0.578[a]	0.248	0.230	0.53219	31.323	0.000[a]
PC	0.595[a]	0.309	0.290	0.50973	41.609	0.000[a]
EC	0.697[a]	0.331	0.320	0.50029	47.850	0.000[a]

[a]p<0.05. SC: Service climate, LC: Leadership climate, IC: Innovation climate, PC: Participative climate, EC: Ethical climate, MLP: Micro level performance

Table 4: ANOVAs dependent variable: Micro level performance

Model	Sum of squares	df	Mean square	F	Sig.
Regression	22.509	5	4.502	31.855	0.000[a]
Residual	12.986	89	0.146		
Total	35.495	94			

ANOVA: Analysys of variance

The PC has showed variability of 30% with MLP at significance level (F (41.609) = 42.00, (p < 0.05) (adjusted R square = 0.290) at 95% probability level. The EC has explained the MLP by 33% with level of significance (F (47.850) = 48.00, (p < 0.05) (adjusted R square = 0.320) at 95% probability level.

Hypothesis 1: The 'multiple organizational climates' types collectively (i.e. SC, LC, IC, PC, EC) has significantly related with 'MLP' to greater extent. The statistics confirmed that, significance value (F (31.855) = 32.00, (p < 0.05) the coefficient of determination value was (R square = 0.604) means all the independent variables shows variability of almost 60% for the dependent variable i.e. MLP at 95% probability level. So hypothesis 1 was supported by the results.

Hypothesis 1a: The 'SC' has significantly related with MLP having significance level (F (51.525) = 52.00, (p < 0.05) (adjusted R square = 0.364) at 95% probability level. So analysis result was supported Hypothesis 1.

Hypothesis 1b: The SC has significantly, related with MLP at significance level (F (19.869) = 20.00, (p < 0.05) (adjusted R square = 0.184) at 95% probability level. So analysis result was supported Hypothesis 1b.

Hypothesis 1c: The IC has significantly, related with MLP at significance level (F (31.323) = 32.00, (p < 0.05) (adjusted R square = 0.230) at 95% probability level. So result was supported Hypothesis 1c.

Hypothesis 1d: The PC has significantly, related with MLP at significance level (F (41.609) = 42.00, (p < 0.05) (adjusted R square = 0.290) at 95% probability level. So result was supported Hypothesis 1d.

Hypothesis 1e: The EC has significantly, related with MLP at significance level (F (47.850) = 48.00, (p < 0.05) (adjusted R square = 0.320) at 95% probability level. So finally this hypothesis was also supported by results.

6. DISCUSSION AND IMPLICATIONS

The prime rational of the current study was to investigate the relationship among multiple climate facets (participative, innovative, leadership, service and ethical) with 'MLP' outcomes including OCB, exit, job satisfaction and performance in public sector organization i.e. NADRA, Peshawar, KPK, Pakistan. The primary date was collected via slandered questionnaires form regional Head office and other branches located in KPK Pakistan.

The findings of this research study has exposed that multiple organizational climates types collectively and individually (i.e. SC, LC, IC, PC, EC) has significant positive association with 'MLP' to greater extent. The current research study findings made empirical, and practical contributions to the body of knowledge in the context of public sector organizations in KPK Peshawar, Pakistan.

The current study has investigated the 'MLP' analysis where it the findings revealed that multiple climate has significant positive relationship with 'MLP' outcomes including OCB, exit, job satisfaction and performance in public sector organization. All the types of climates positively associated with performance outcomes. The findings of this research is similar to the previous studies where climate has significant impacts on performance outcomes (Schneider, 1975; Kangis et al., 2000; Vashdi; Vigoda-Gadot and Shlomi, 2011).

The findings of previous study has exposed that organizational climate dimensions are positively related to the job satisfaction, such as; organizational structure, identity, and human relations where equity and empowerment are negatively related to the job satisfaction (Bhutto and Laghari 2012).

The climates environment may be ensured through administrative policy measures and performance can be improved by allowing controlled climates rather than closed climates (Raza, 2010). The other study revealed that employee perception of organizational climate effects citizenship behavior of employees in positive way in public sector organization of Pakistan. (Noor et al., 2011).

7. IMPLICATIONS

The current study would provide the meaningful insight how the multiple climate influence 'MLP' outcomes in public sector organizations. Especially in the context of NADRA, Pakistan. Second, research study would replicate and empirically test the theory based model about multiple climates developed by Vashdi; Vigoda-Gadot and Shlomi (2011) and to explain MLP in NADRA Peshawar KPK, Pakistan. The current research study findings made empirical, and practical contributions to the body of knowledge in the context of public sector organizations in KPK Peshawar, Pakistan.

8. LIMITATIONS AND FUTURE DIRECTIONS

The current study has several limitations in the light of its scope and significance. First the study has just examined the causal relationship among multiple climate with 'MLP' and don't provide any insight about 'macro-level performance'. The small sample size can limit the scope and generalizability of the finding only to public sector or similar type of settings.

Other limitations of this study are also noteworthy. First, our adoption of a multiple climate future research studies should investigate the 'macro-level performance' with including recent types of climates i.e. transparency and accountability climate which is quit vital to be investigated in public settings with large sample size and also can replicate in other sectors.

9. CONCLUSION

The prime rational of the current study was to investigate the relationship among multiple climate facets (participative, innovative, leadership, service and ethical) with 'MLP' outcomes including OCB, exit, job satisfaction and performance in public sector organization i.e. NADRA Peshawar KPK, Pakistan. The findings of this research study has exposed that multiple organizational climates types collectively and individually ('SC, LC, IC, PC, EC') has significant positive association with 'MLP' to greater extent. The current research study findings made empirical, and practical contributions to the body of knowledge in the context of public sector organizations in KPK Peshawar, Pakistan.

The current study would provide the meaningful insight how the multiple climate influence 'MLP' outcomes in public sector organizations. Especially in the context of NADRA, Pakistan. The current study has several, limitations. First the study has just examined the causal relationship and focuses only 'MLP' with small sample size which can limit the scope and generalizability of the research findings. Future research studies should investigate the 'macro-level performance' by adding transparency and accountability climate to be investigated in public settings with large sample size, in addition the research study also can be replicated in other than public sectors.

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