

The Effect of Organizational Climate on Job Performance in Public Industrial Organizations: Case study of the Arsenal and Lifting Equipment Company SOMETAL

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Abstract ;

This study examines the impact of organizational climate on job performance in a public sector industrial organization. A descriptive and analytical quantitative approach was employed. . Data were collected from 100 employees using a structured questionnaire measuring nine dimensions of organizational climate alongside key indicators of job performance. The internal consistency of the measurement scales was assessed using Cronbach's alpha, and multiple regression analysis was conducted to evaluate the predictive effects of climate dimensions.

The results indicate that organizational climate significantly influences job performance, explaining 47 per cent of the variance ($R^2 = 0.47$). Nevertheless, the impact of different dimensions is not uniform. Organizational structure, communication, incentive systems and technological support all show significant positive effects on performance outcomes. In turn, leadership style and participation in decision making show no statistically significant effects in the studied organizational context.

These findings underscore the contextual nature of climate and performance dynamics in public sector industry environments. By identifying the specific effects of each dimension, this study enriches the theoretical understanding of organizational climate and provides management recommendations based on evidence-based data to improve employee performance through context-targeted and tailored organizational interventions.

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1. Introduction

In contemporary organizations, employee performance has become a key determinant of effectiveness and long-term sustainability. The increasing complexity of the business environment, fueled by rapid technological development and intensifying competition, has led organizations to abandon traditional control practices in favor of approaches that emphasize the role of internal organizational conditions shaping employees behaviour.

Within this context, organizational climate has emerged as a pivotal concept, referring to employees' shared perceptions of an organization's policies, practices, and procedures (Schneider B. E., (2017) (Schneider et al., 2017). These perceptions constitute a psychological environment that directly influences work attitudes and performance outcomes.

Current studies on organizational climate and job performance focus heavily on the private and service sectors, particularly in developed countries (Patterson, 2005, pp. 379–408) (Diep T. N. Nguyen, 2020, pp. 6-26) . In contrast, public industrial organizations in developing economies remain largely understudied.

Furthermore, the prevailing one-dimensional approach to organizational climate overlooks the diverse influences of its components (James, 1974) (Schneider B. E., (2017, pp. 361–388). This underscores the need for a multidimensional and contextual analysis.

1.1 problem statement

In public industrial organizations, performance is often governed by formal rules rather than participatory practices, raising questions about whether the dimensions of organizational climate produce similar effects to those in more flexible environments. Furthermore, the tendency to treat organizational climate as a one-dimensional construct may obscure the specific impact of its individual components. Accordingly, this study addresses the following question:

To what extent do organizational climate dimensions influence job performance in a public industrial organization, and which dimensions have the greatest impact?

1.2 study Objectives

This study aims to:

- Examine the overall effect of organizational climate on job performance.
- Analyze the impact of individual organizational climate dimensions.
- Identify the most influential dimensions in a general industrial context.
- Provide empirical evidence from an under-researched research setting.

This study employs a descriptive-analytical approach to examine the relationship between organizational climate and job performance. The theoretical framework is based on an analysis of the key concepts and dimensions of the study variables. Practically, this framework is applied to the Algerian context through a case study of a lifting equipment manufacturing company in Constantine. Data are collected and statistically analyzed to assess the impact of organizational climate dimensions on employee performance.

1.3 Study Hypotheses

To answer the main research question, we formulated the following hypothesis:

Organizational climate has a statistically significant impact on job performance at the Equipment Manufacturing and Lifting Company – Constantine.

Based on this hypotheses, the following sub-hypotheses can be formulated:

- H1: Organizational structure has a statistically significant impact on job performance.
- H2: Leadership style has a statistically significant impact on job performance.
- H3: Communication has a statistically significant impact on job performance.
- H4: The nature of the work has a statistically significant impact on job performance.
- H5: Employees participation in decision-making has a statistically significant impact on job performance.
- H6: Technology has a statistically significant impact on job performance.
- H7: Incentives have a statistically significant impact on job performance.
- H8: Work procedures have a statistically significant impact on job performance.
- H9: Responsibility has a statistically significant impact on job performance.

2. Literature Review

2.1 Organizational Climate

Organizational climate is a fundamental concept in organizational behavior, explaining differences in employee attitudes and performance. Early definitions described it as measurable characteristics of the work environment as perceived by employees, emphasizing its descriptive and behavioral influence. Later, a psychological perspective emerged that viewed climate as shared cognitive perceptions shaped through social interaction (James, 1974, pp. 1098–1103) .

More recent approaches define organizational climate as shared perceptions of policies, practices, and procedures that are supported and rewarded within an organization (Schneider B. E., (2017,

pp. 361-368). This perspective highlights its direct link to behavior and performance. Additionally, organizational climate differs from organizational culture in that it reflects daily experiences rather than established values, making it more dynamic and manageable in performance research (Denison, 1996, pp. 623-626).

Several theoretical frameworks explain organizational climate and its impact on performance. Lewin's field theory asserts that behavior is a function of the interaction between the individual and the environment ($B = f(P, E)$), highlighting the role of the psychological work environment.

Based on this, Litwin and Stringer proposed a model that identifies key dimensions of climate, such as structure, responsibility, reward, risk, warmth, and support, which are essential for understanding motivation and performance (Sims Jr., 1975, p. 19). Furthermore, social exchange theory suggests that employees respond to favorable organizational conditions with positive attitudes and improved performance, as supportive climates foster mutual commitment. Empirical research consistently identifies several key dimensions of organizational climate:

1. **Organizational structure and authority style:** Organizational structure determines authority styles through levels of decision-making and centralization. Automated structures emphasize formality and hierarchy, ensuring control but limiting flexibility, while organic structures promote decentralization and innovation (Burns, 1961, pp. 119-125) (Daft, 2016, pp. 98-103). Employees' perceptions of structural clarity and flexibility significantly influence organizational climate (Schneider B. E., 2013, pp. 365-368).
2. **Leadership style:** Leadership style shapes employee behavior and perceptions. Autocratic leadership emphasizes control, while participative leadership promotes motivation and participation (Yukl, 2013, pp. 76-82). Leadership is a key factor in determining perceived fairness and support (Schneider B. E., 2017, pp. 366-369).
3. **Communication style:** Communication influences the climate through the flow of information and interaction. Two-way communication promotes trust and engagement, while one-way communication reduces engagement. Effective communication is positively associated with commitment and performance.
4. **Nature of work:** The nature of work includes task variety, autonomy, and significance. Rich and purposeful tasks promote motivation and performance, while repetitive work reduces engagement (Hackman, 1976, pp. 256-263); (Grant, 2008, pp. 110-114).
5. **Participation in Decision-Making:** Employee participation improves morale and performance, but its effectiveness depends on genuine empowerment rather than token participation (Cotton, 1988, pp. 15-18) (Somech, 2002, pp. 132-135); (Rainey, 2014, pp. 189-193).
6. **Technology:** Technology affects workflow and communication. While it enhances efficiency, excessive standardization may reduce autonomy and social interaction (Daft, 2016, pp. 254-260) (Parker, 2001, pp. 414-418) (Hackman, 1976, pp. 257-262).
7. **Incentives:** Incentives motivate employees and improve performance. Expectancy theory shows that performance increases when rewards are clearly linked to effort. Fair systems promote compliance (Perry, 2006, pp. 507-510).
8. **Work procedures:** Work procedures ensure clarity and control, but they can stifle innovation if they are too rigid (Burns, 1961, pp. 121-125) Burns. The perception of the fairness and clarity of these procedures directly affects performance (Schneider B. E., 2013, pp. 367-370).
9. **Responsibility:** Responsibility reflects autonomy and

accountability. Increased autonomy enhances motivation and performance, especially when supported by adequate resources (Hackman, 1976, pp. . 259–263).

2.2 Job Performance

Job performance is widely regarded as a central outcome variable in organizational research. (Campbell & Wiernik, 2015) Campbell and Wiernik define job performance as behaviors relevant to organizational goals that can be measured in terms of proficiency and contribution (Campbell & Wiernik, 2015, pp. 47-74)

Borman and Motowidlo further distinguish between task performance and contextual performance, arguing that both dimensions are essential for organizational effectiveness (Borman, 1997, pp. 99-105). This multidimensional understanding has been widely accepted in these views.

Job performance is no longer viewed as a single quantitative outcome, but rather as a multifaceted construct encompassing a range of work-related behaviors and results. Contemporary research in organizational psychology emphasizes that performance reflects what employees do, how they do it, and their broader contribution to organizational performance (Campbell, 1990, pp. 704–706) Accordingly, researchers typically characterize job performance as composed of several interrelated dimensions.: 1. Task Performance refers to the execution of formally required job duties with efficiency, accuracy, and adherence to standards, representing the core component of performance (Borman, 1997, pp. 99-102); (Campbell, 1990, pp. 707-710). 2. Contextual Performance includes voluntary behaviors such as cooperation, helping colleagues, and organizational commitment, which enhance the social and psychological work environment (Borman, 1997, pp. 103–106).3. Adaptive performance reflects employees' ability to adjust to change, learn new skills, and respond to unexpected challenges, particularly in dynamic environments (Pulakos, 2000, pp. 615–618); (Griffin, 2007, pp. 331–334). 4. Counterproductive Work Behavior This dimension refers to behaviors that negatively affect organizational performance, such as absenteeism, withdrawal, and rule violations (Sackett, 2002, pp. 5-8). 5. Quality and Efficiency Indicators Performance is also evaluated through objective measures such as quality, productivity, timeliness, and efficient resource utilization (Viswesvaran, 2000, pp. 218–221).

Taken together, these dimensions demonstrate that job performance encompasses technical execution, voluntary contribution, adaptability to change, and avoidance of harmful behaviours. The relative weight of each dimension may vary depending on the organizational context. In bureaucratic, general industrial organizations, task performance and procedural compliance may be prioritized, while contextual and adaptive dimensions may be more dependent on the quality of the organizational climate.

Therefore, understanding performance as a multidimensional construct provides a more accurate and theoretically sound basis for studying its relationship to organizational climate.

2.3 Organizational Climate and Job Performance

Numerous studies have documented a positive relationship between organizational climate and job performance in the private sector. Patterson found that supportive climates strongly predict productivity and quality of results in manufacturing companies (Patterson, 2005, pp. 379-381). Similarly, Nguyen showed that climate dimensions related to technology and rewards positively affect employee performance in the banking sector.

Research in public institutions provides a more nuanced picture. Hassan et al. (2019) noted a strong positive relationship between organizational climate and job performance in public hospitals (Hassan, 2019, pp. 515-518). However, Perry and Rennie (1988) cautioned that bureaucratic constraints may limit the impact of leadership and participation in the public sector (Rainey, 2014, pp. 182-185). Lee and Kim (2024) similarly found that while structural support enhanced performance in government agencies, participatory practices had limited effects due to centralized power structures (Lee, 2024, pp. 140-145).

Table 1: Selected Empirical Studies on Organizational Climate and Job Performance

Author(s)	Year	Context	Method	Key Findings
Patterson et al.	2005	UK / Manufacturing	Survey	Climate → Performance
Hassan et al.	2019	Egypt / Public	Regression	Positive effect
Nguyen et al.	2020	Vietnam / Banking	SEM	Rewards & tech significant
Al-Khateeb & Fadlalla	2021	Saudi Arabia / Education	SEM	Indirect effects
Othman & Rahim	2023	Malaysia / Industrial	Survey	Structure dominant
Lee & Kim	2024	Korea / Government	Regression	Participation weak

Source: prepared by the author

Despite consistent evidence supporting the relationship between organizational climate and performance, three key limitations characterize published research:

- An over-reliance on private sector and service sector organizations.
- Insufficient attention to the diverse impacts of organizational climate dimensions.

These gaps underscore the need for empirical research on organizational climate within public industrial organizations, using a multidimensional analytical framework, which is the focus of this study.

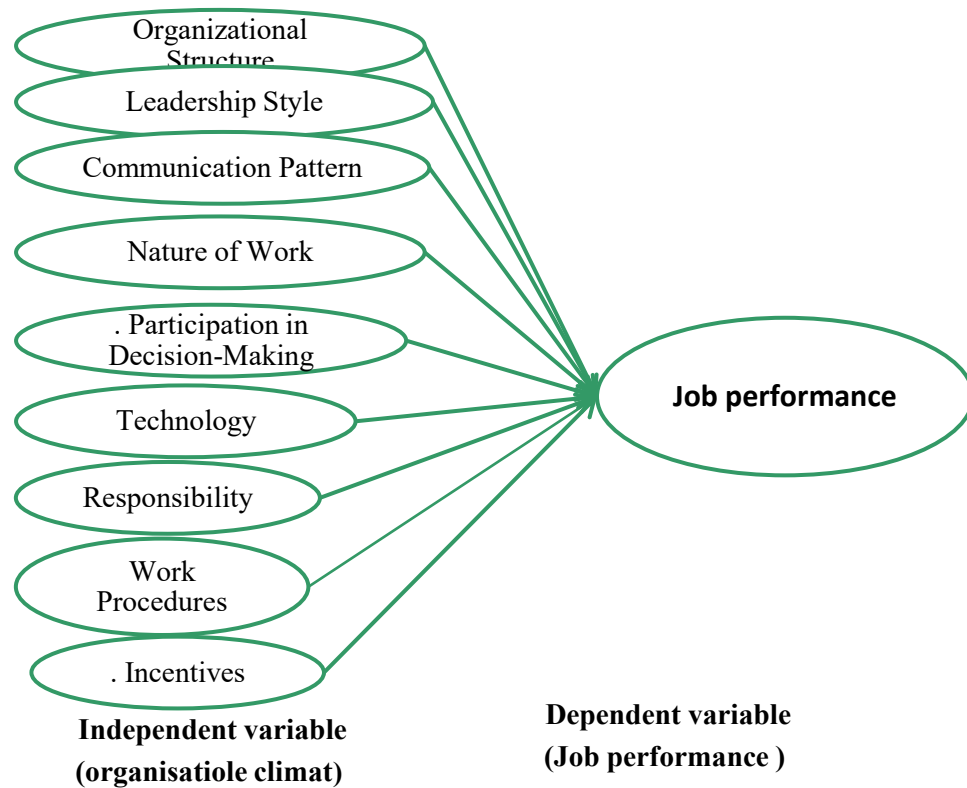
3. Methodology

3.1 Research Framework

Drawing on theoretical and empirical insights, the study proposes the following framework:

Based on the literature related to the impact of organisational climat on Job performance, the study model illustrated in Figure 1 can be adopted:

Fig.1. Study model



Source: prepared by the author

Each climate dimension is hypothesized to exert a distinct effect on job performance, subject to institutional constraints inherent in public industrial organizations.

3.2 Research Methods

This study adopts a quantitative, explanatory research design, aiming to investigate the causal relationship between organizational climate and job performance within a public industrial enterprise. The choice of a quantitative approach is justified by the study's objective of test hypothesized relationships using statistical methods, thus allowing for generalizability and empirical accuracy.

3.3 Population and Sample

The pilot study was conducted in a public industrial enterprise operating within a complex organizational and bureaucratic environment. These enterprises are characterized by formal procedures, centralized decision-making, and strict administrative controls, which can significantly influence employees' perceptions of the organizational climate.

Studying organizational climate in this context is particularly important, as public industrial enterprises face increasing pressure to improve performance under institutional constraints.

The study population comprised all employees of the selected public industrial enterprise. In our study, the population consisted of all employees of the Constantine Shipyard and Lifting Equipment Company, totaling 401 employees, including administrative, technical, and operational staff. This diverse population provided a comprehensive view of organizational climate perceptions across various job roles.

A probability sampling method was employed to ensure representativeness and minimize sample bias. Specifically, stratified random sampling was used to account for differences between departments and job categories.

The final sample size was set at 100 based on the statistical efficiency criteria for regression analysis.

3.4.1 Questionnaire Design

Data were collected using a structured questionnaire divided into three main sections:

Demographic Information, Dimensions of Organizational Climate, Job Performance Indicators The questionnaire used in this study was designed and refined based on previous studies in the same field. It included two main variables, as shown in the following table:

Table2 : Organizational Climate and Job Performance Measurement Dimensions

Vriables	Dimension	Source
Organizational Climate	Organizational Structure Leadership Style, Communication Nature of Work Technology, Incentives, Responsibility Participation Work Procedures	(Litwin & Stringer, 1968), (Schneider B. E., (2017) (Hackman & Oldham 1980), (Nguyen et al. 2020), Kanten & Ulker (2013), (Al-Khateeb, 2021), (Othman & Rahim, 2023, pp. 85–98)
Job Performance		(Campbell, 1990) Williams & Anderson (1991), Meyer et al. (2002), (Griffin, 2007)

Source: prepared by the author

All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), consistent with best practices in organizational research.

4. Research Findings

This section presents and analyzes the results obtained from the data collected using the research instrument. It aims to verify the instrument's reliability, describe the characteristics of the data, and then test the relationships among the variables under study. Accordingly, this section comprises

three main parts: reliability testing using Cronbach's alpha, descriptive analysis, and inferential analysis and hypothesis testing.

4.1 Reliability of the Survey Instrument

Cronbach's alpha coefficient was used to verify the degree of reliability of the questionnaire instrument adopted in this study.

Table 03. Reliability Coefficients (Cronbach's Alpha)

Variable	Cronbach's Alpha
Organizational Climate	0.87
Job Performance	0.86

Source: Data processed by the author based on SPSS

As shown in the previous table, all Cronbach's alpha values exceeded the generally accepted limit of 0.70, and the overall Cronbach's alpha value was 0.91. This high coefficient confirms that the questionnaire items are closely related and reliably measure the intended constructs, reflecting a good degree of internal consistency and high reliability of the research instrument.

4.2 Descriptive Analysis of Study Variables

This study includes one independent variable (organizational climate), which consists of nine dimensions, and a dependent variable (job performance). The variables were described using their arithmetic means and standard deviations, as presented in the tables below.

The sample shows a slight gender imbalance in favor of males (60%). Most respondents are between 20 and 40 years old (60%), indicating a relatively young and active population. In terms of education, the majority have at least secondary or university levels, suggesting that respondents are generally well-educated and capable of providing reliable answers.

Table 4. Means and Standard Deviations of the Organizational Structure Dimension

Items	Mean	Std. Deviation	Attitude
The organizational structure of the company is flexible enough to cope with environmental changes.	3.28	0.96	moderate
The organizational structure helps me complete work tasks quickly.	3.35	1.03	moderate
Lines of authority between supervisors and subordinates are clearly defined.	3.55	0.85	High
Job roles and responsibilities are clearly described.	3.38	0.90	moderate
Organizational Structure Dimension Average	3.39	0.77	moderate

Source: Data processed by the author based on SPSS

The results indicate The overall mean score for the organizational structure dimension was 3.39 with a standard deviation of 0.77, indicating a generally high perception of the company's organizational structure. Specifically, employees agree that the lines of authority between supervisors and subordinates are clearly defined, with a mean score of 3.55 (standard deviation of 0.85), demonstrating a clear structure of managerial relationships. However, perceptions of structural flexibility remain relatively neutral, with a mean score of 3.28 (standard deviation of 0.96), which may indicate some limitations in the organization's ability to adapt quickly to environmental changes.

Table 5. Means and Standard Deviations of Leadership Style

Item Statement	Mean	Std. Deviation	Attitude
There is mutual trust between supervisors and subordinates.	3.20	1.14	moderate
The direct supervisor cares about employees' personal concerns.	2.48	1.30	Low
The supervisor does not allow subordinates to question or discuss his instructions.	3.90	0.87	High
Employees strictly comply with organizational instructions and regulations.	3.48	0.85	High
Leadership Style Dimension Average	3.26	0.50	moderate

Source: Data processed by the author based on SPSS

The results also indicate a high perception of leadership style, with an overall mean score of 3.26 and a standard deviation of 0.50. Employees strongly agree that supervisors tend to maintain their authority and expect strict adherence to organizational directives, with the mean score for the sample's attitudes toward the statement "The supervisor does not allow subordinates to question or discuss his instructions" reaching 3.90 (standard deviation 0.87). However, the relatively low score regarding supervisors' interest in employees' personal affairs, at 2.48 (standard deviation 1.30), may indicate limited interaction between managers and employees.

Table 6. Means and Standard Deviations of The Communication Style Dimension

Item Statement	Mean	Std. Deviation	Attitude
Information transmitted through communication channels is accurate.	3.48	0.78	High
Communication within the organization flows in all directions.	3.38	1.08	moderate
Management relies on modern communication technologies.	2.38	0.84	Low
Communication between management and employees occurs quickly.	3.05	moderate	moderate
Communication Dimension Average	3.07	0.69	moderate

Source: Data processed by the author based on SPSS

The results showed a moderate level of communication effectiveness, with a mean score of 3.07 (standard deviation 0.69). While employees generally agree on the accuracy of information

transmitted within the organization (mean score 3.48, standard deviation 0.78), there is relatively low agreement regarding the use of modern communication technologies (mean score 2.38, standard deviation 0.84). This may indicate a need for further technological development to improve communication processes.

Table 7. Means and Standard Deviations of the Nature of Work Dimention

Item Statement	Mean	Std. Deviation	Attitude
Working hours and schedules are appropriate.	3.60	1.15	High
The organization provides adequate safety and security conditions for employees.	2.53	1.11	low
I feel comfortable during working hours.	3.13	1.09	moderate
Work in this organization is characterized by routine.	4.15	0.74	High
Nature of Work Dimension Average	3.35	0.70	moderate

Source: Data processed by the author based on SPSS

On the other hand, the results reveal a moderate perception of the nature of work, with an overall mean score of 3.35 and a standard deviation of 0.70. Employees generally agree that working hours are adequate, with a mean score of 4.15 and a standard deviation of 0.74. However, many participants find their work too routine, with a mean score of 2.53 and a standard deviation of 1.11 for the item "The organization provides adequate safety and security conditions for employees." This may limit opportunities for creativity and innovation within the organization

Table 8. Means and Standard Deviations of the Participation in Decision-Making Dimension

Item Statement	Mean	Std. Deviation	Attitude
Management consults employees before making decisions.	2.30	1.20	Low
Management encourages subordinates to participate in decision-making.	2.25	0.84	Low
I have the ability to make important decisions in my job.	2.43	0.96	Low
Work problems are solved collectively.	2.43	0.87	Low
Participation Dimension Average	2.35	0.72	Low

Source: Data processed by the author based on SPSS

The "Participation in Decision-Making" dimension recorded one of the lowest overall mean scores among the organizational climate variables, not exceeding 2.35 (standard deviation 0.72). Employees generally feel their participation in decision-making processes is limited, indicating a relatively centralized management structure within the organization. Furthermore, the incentive system is one of the weakest aspects of the organizational climate. Low mean values of 2.06 (standard deviation 0.61) indicate that employees perceive limited incentive mechanisms within the organization, particularly regarding rewards and recognition.

Table 9. Means and Standard Deviations of the Technology Dimention

Item Statement	Mean	Std. Deviation	Attitude
Modern technologies are used in performing work tasks.	2.30	0.82	Low
Management allows employees to utilize available technologies effectively.	3.23	0.86	Moderate
Training programs are organized to develop employees' technological skills.	2.80	1.02	Moderate
Technology contributes to improving job performance.	3.30	0.94	Moderate
Technology Dimension Average	2.91	0.63	Moderate

Source: Data processed by the author based on SPSS

Employees perceive the technological environment as moderately supportive. Although technology is recognized as a tool that can enhance job performance, survey participants indicated limited use of modern technological systems in their daily work activities.

Table 10. Means and Standard Deviations of the Incentives Dimension

Item Statement	Mean	Std. Deviation	Attitude
Top management provides both financial and moral incentives.	1.90	0.67	Low
Rewards are emphasized more than punishment and threats.	1.88	0.72	Low
Promotions are based on merit and competence.	2.50	1.09	Low
New ideas and innovative suggestions are rewarded.	1.95	0.78	Low
Incentives Dimension Average	2.06	0.61	Low

Source: Data processed by the author based on SPSS

The incentive system appears to be one of the weakest aspects of the organizational climate. The low mean values indicate that employees perceive limited motivation mechanisms within the organization, particularly regarding rewards and recognition.

Table 11. Means and Standard Deviations of the Work Procedures Dimension

Item Statement	Mean (M)	Std. Deviation	Attitude
Employees respect the work procedures defined in the organizational regulations.	3.43	1.01	High
Transactions between departments follow established procedures.	3.63	0.77	High
Employees receive the leave they are entitled to according to regulations.	3.50	0.85	High
Work procedures are continuously updated and improved.	2.73	0.99	moderate
Work Procedures Dimension Average	3.32	0.71	moderate

Source: Data processed by the author based on SPSS

The results indicate that employees generally respect and follow established work procedures. However, their perceptions regarding the continuous improvement of procedures remain moderate, suggesting that procedural updates may not occur frequently.

Table12 .Means and Standard Deviations of the Responsibility Dimension

Item Statement	Mean	Std. Deviation	Attitude
Management encourages employees to assume responsibility.	2.70	0.97	Moderate
Employees consider responsibility an opportunity for professional development.	3.48	0.96	High
Management provides employees with skills needed to assume responsibility.	2.93	0.92	Moderate
Employees can perform tasks without constantly referring to higher management levels.	3.03	0.92	Moderate
Responsibility Dimension Average	3.03	0.57	Moderate-High

Source: Data processed by the author based on SPSS

The responsibility dimension reflects a moderate perception among employees. While employees acknowledge that responsibility can contribute to professional development, the results suggest that managerial support for empowering employees and encouraging independent decision-making could be strengthened.

Table 13. Means and Standard Deviations of the Job Performance

Item Statement	Mean	Std. Deviation	Attitude
I strive to achieve the general objectives of the organization.		0.65	High
I complete assigned tasks within the required time.	3.60	0.74	High
I have the ability to bear the responsibility of daily work tasks.	3.63	0.74	High
I comply with organizational rules and regulations.	3.50	0.91	High
I have the motivation and enthusiasm to accomplish work tasks.	3.25	0.81	High
The tasks assigned to me match my abilities and capabilities.	3.35	0.92	High
Employees exert sufficient time and effort to perform tasks properly.	3.80	0.82	High
Employees possess adequate knowledge of job requirements and remain attentive at work.	3.63	0.84	High
There is coordination and cooperation among employees to accomplish tasks.	3.58	0.93	High
The organization provides suitable working conditions that reduce absenteeism.	2.93	1.05	High
I do not arrive late and ensure punctual attendance at work.	3.03	1.12	moderat
I have the ability to innovate and improve work performance.	3.75	0.87	High
I can adapt to emergency situations and correct work errors when they occur.	3.83	0.84	High
Overall Job Performance	3.51	0.60	High

Source: Data processed by the author based on SPSS.

The results indicate that the overall mean of job performance reached 3.51 with a standard deviation of 0.60, reflecting a generally positive level of job performance among the organization's employees. The highest average scores were associated with employees' ability to adapt to unexpected situations and correct work errors, indicating a relatively high level of resilience and problem-solving skills. Similarly, employees reported a strong commitment to achieving organizational goals and exerting sufficient effort to complete job tasks.

However, some items scored relatively average, particularly those related to job motivation, task suitability, and working conditions, suggesting that certain organizational factors may influence employee enthusiasm and punctuality. Overall, the results indicate that while employees demonstrate a satisfactory level of job performance, improving working conditions and incentive mechanisms would further enhance employee productivity and engagement.

4.3 Inferential Statistics and Hypothesis Testing

In order to test the main hypothesis and the sub-hypotheses, Pearson correlation analysis was conducted to examine the relationships between organizational climate dimensions and job performance. The results were as follows

Table 14. Hypotheses Testing Results Regression Analysis: Effect of Organizational Climate dimensions on Job Performance

Hypothesis	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig (p-value)	Result
H1	0.454	0.206	0.185	0.54497	0.000	Supported
H2	0.122	--	--	--	0.453	Not Supported
H3	0.564	0.318	0.300	0.50503	0.000	Supported
H4	0.574	0.330	0.312	0.50063	0.000	Supported
H5	0.249	--	--	--	0.121	Not Supported
H6	0.446	0.199	0.178	0.54727	0.000	Supported
H7	0.510	0.260	0.240	0.76321	0.000	Supported
H8	0.614	0.377	0.361	0.48244	0.000	Supported
H9	0.547	0.300	0.281	0.51168	0.000	Supported

Source: Data processed by the author based on SPSS

- H1: Organizational structure has a statistically significant impact on job performance.

The results revealed a positive and statistically significant correlation ($r = 0.454$), as shown in the table. The results show that the adjusted coefficient of determination was 0.185, indicating that 18.5% of the variance in job performance can be explained by organizational structure, assuming other variables remain constant. Since the significance level (Sig = 0.000) is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. Therefore, it can be

concluded that organizational structure has a statistically significant effect on job performance in the equipment manufacturing company.

- H2: Leadership style has a statistically significant impact on job performance.

To test this hypothesis, the Pearson correlation coefficient was calculated between leadership style and job performance. The results indicate no statistically significant correlation between the two variables ($r = 0.122$) and ($\text{sig} = 0.453$), suggesting that leadership style does not have a significant impact on job performance in the studied organization.

Accordingly, the null hypothesis (H_0) stating that there is no statistically significant effect of leadership style on job performance is accepted, while the alternative hypothesis (H_1) is rejected.

- H3: Communication has a statistically significant impact on job performance.

Pearson correlation analysis showed a statistically significant positive relationship ($r = 0.564$) between communication patterns and job performance.

The adjusted coefficient of determination (0.300) indicates that 30% of the variance in job performance is attributable to communication effectiveness within the organization. Since the p-value (Sig) is less than 0.05, the null hypothesis is rejected, confirming that communication has a significant positive impact on job performance.

- H4: The nature of work has a statistically significant impact on job performance.

The Pearson correlation coefficient showed a statistically significant positive relationship ($r = 0.574$) between the nature of the work and job performance. The adjusted R^2 value (0.312) indicates that 31.2% of the variance in job performance can be attributed to the nature of the work. Because the statistical significance level is below 0.05, the alternative hypothesis is accepted, confirming the existence of a statistically significant effect of the nature of the work on job performance.

- H5: Employee participation in decision-making has a statistically significant impact on job performance.

The correlation analysis showed no statistically significant relationship between employee participation in decision-making and job performance ($r = 0.249$), and no statistical significance ($\text{sig} = 0.121$). Therefore, the null hypothesis (H_0) is accepted, confirming that employee participation in decision-making does not significantly affect job performance within the studied organization.

- H6: Technology has a statistically significant impact on job performance. The results showed a positive and statistically significant correlation ($r = 0.446$) between technology and job performance. The adjusted coefficient of determination ($R^2 = 0.178$) indicates that 17.8% of job performance variance can be attributed to the availability of technology. Since the significance level was < 0.05 , the alternative hypothesis was accepted.

- **H7: Incentives has a statistically significant impact on job performance.** The correlation coefficient showed a positive relationship ($r = 0.510$) between incentives and job performance. The adjusted coefficient (0.240) indicates that 24% of the improvement in job performance is attributed to incentives. Since the $p < 0.05$, the alternative hypothesis is accepted

- **H8: Work procedures have a statistically significant impact on job performance.**

The correlation coefficient $r = 0.614$ indicates a strong positive relationship. The average r^2 (0.361) shows that 36.1% of job performance variance is explained by work procedures.

- **H9: Responsibility has a statistically significant impact on job performance.**

The Pearson correlation coefficient reached 0.547, indicating a statistically significant positive relationship. The adjusted coefficient (0.281) indicates that 28.1% of changes in job performance can be explained by responsibility.

- **H: Organizational climate has a statistically significant effect on job performance**

The regression analysis results indicate a strong positive relationship between organizational climate and job performance. The correlation coefficient reached $r = 0.699$, reflecting a relatively strong association between the two variables. Moreover, the coefficient of determination $r^2 = 0.488$ shows that organizational climate explains approximately 48.8% of the variance in job performance among employees.

Table 15. Regression Analysis: Effect of Organizational Climate on Job Performance

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig.
1	0.699	0.488	0.475	0.437	0.000

Source: Data processed by the author based on SPSS

The adjusted coefficient of determination (R^2) value of 0.475 confirms the robustness of the model, indicating that nearly 47% of the improvement in job performance can be attributed to the dimensions of organizational climate within the organization. This indicates that factors such as organizational structure, leadership style, communication, work procedures, incentives, and accountability collectively play a crucial role in shaping employee performance levels.

Furthermore, the statistical significance level ($\text{Sig} = 0.000$) is less than the acceptable threshold of 0.05, confirming that the relationship between organizational climate and job performance is statistically significant. Therefore, the general hypothesis that organizational climate positively impacts employee job performance at the equipment and crane manufacturing company is supported. These findings highlight the importance of fostering a supportive organizational climate to enhance employee productivity and effectiveness within the organization.

Table16. Regression Output Between Organizational Climate and Job Performance

Variable	B	Std. Error	Beta	T	Sig.
Constant	0.635	0.483	—	1.316	0.002
Organizational Climate	0.968	0.161	0.699	6.018	0.000

Source: Data processed by the author based on SPSS

The regression analysis results show a positive linear relationship between organizational climate and job performance. The regression coefficient ($B = 0.968$) indicates that an increase of one unit in organizational climate leads to an increase of 0.968 in job performance.

The constant value (0.635) represents the baseline level of job performance in the absence of organizational climate. Furthermore, the t-value (6.018) and the statistical significance level (0.000) confirm that this relationship is statistically significant.

Therefore, it can be concluded that organizational climate has a significant positive impact on job performance within the organization under study.

5. Conclusion

This study investigated the impact of organizational climate on job performance within a general industrial enterprise through a multidimensional analytical framework. Drawing on empirical data and rigorous statistical analysis, the findings provide robust evidence that organizational climate constitutes a key determinant of employee performance.

However, its impact is neither uniform nor linear, but rather varies considerably across its constituent dimensions. By focusing on a general industrial context, this study contributes to the literature by extending the empirical evidence to an environment that remains largely unexplored.

The results demonstrate that the dimensions of organizational climate, taken together, explain a significant proportion of the variance in job performance, thus confirming a fundamental hypothesis in organizational behavior theories: that employees' perceptions of their work environment decisively shape performance outcomes. More specifically, task-related and operational dimensions, including job nature, responsibility, and communication, emerged as the most influential predictors of performance. These findings underscore the primacy of functional and role-related factors in motivating performance within structured organizational environments.

In contrast, leadership style and participatory decision-making did not show statistically significant effects. This finding highlights the contextual specificity of public and bureaucratic institutions, where formal structures and centralized authority often limit the practical impact of participatory and participatory leadership practices. It suggests that participatory mechanisms, when not backed by genuine decision-making authority, become merely symbolic and ineffective in improving performance.

Overall, the study confirms that the impact of organizational climate on job performance depends on both contextual conditions and the strength of its dimensions. These findings question the applicability of private sector models directly to public sector institutions and call for more context-sensitive analytical approaches.

From a practical perspective, the study indicates that improving job performance in public industrial institutions requires a targeted and systematic approach. Priority should be given to improving job design to increase task clarity, autonomy, and effectiveness; strengthening responsibility and accountability frameworks to foster role ownership; and improving communication systems to ensure transparency and efficient information flow. At the same time, participatory initiatives should be carefully structured to ensure that employee engagement is substantive and backed by genuine authority, rather than merely a formality.

Despite its contributions, this study has some limitations. The cross-sectional design limits the ability to establish causal relationships, while the focus on a single organization limits the generalizability of the findings. These limitations suggest that caution should be exercised when interpreting the results outside the studied context.

Future research could address these limitations by adopting longitudinal designs to better understand causal dynamics, conducting public-private sector comparisons, or using qualitative approaches to gain a deeper understanding of employee perceptions. Furthermore, examining mediating and moderating variables—such as organizational culture, leadership styles, and organizational pressures—could provide a more comprehensive understanding of the mechanisms linking organizational climate to job performance.

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