

The Influence of Organizational Climate on Job Performance in The Algerian Pharmaceutical Industry: A Case Study of SAIDAL Company

AMALOU Sif Islem ^{1 *}, NAGA Nahla ²

¹ PhD Student, Higher National School of Management, Koléa (Algeria),
si.amalou@ensmanagement.edu.dz

² Senior Researcher, Centre for Research in Applied Economics for Development, Algiers (Algeria),
n.nahla@hotmail.fr

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Abstract :

This study examines the impact of organizational climate on job performance at Saidal Company. A total of 161 participants, including managers, department and service heads, administrators, and workers, took part in the quantitative research design. Data were collected via a questionnaire and analyzed using the Statistical Package for the Social Sciences (SPSS 25). The findings indicate that while the overall organizational climate is perceived positively, areas such as motivation and participation in decision-making need improvement to further enhance employee performance. The research highlights the importance of strong communication and human relationships, addressing variations in perceptions of leadership and technology to foster a cohesive, positive organizational climate. Additionally, the study reveals that perceptions of organizational climate are significantly influenced by socio-professional characteristics, including gender, age, educational background, experience, and occupation. The results confirm a positive, statistically significant relationship between organizational climate and employee performance at Saidal Company, emphasizing the significant impact of organizational climate on organizational outcomes. These insights provide a strategic roadmap for organizational leaders to enhance team effectiveness in Saidal's dynamic and competitive environment.

Keywords: Organizational climate, Job performance, Pharmaceutical Industry, SAIDAL Company, Algeria.

JEL Classification : J24, M12, O15

Introduction:

Research indicates that by developing and managing human capital effectively, organizations can not only improve operational efficiency but also foster innovation, creativity, and customer satisfaction (Hitka et al., 2019). In knowledge-based economies, where intangible assets are becoming more valuable than physical ones, human capital investments are critical for achieving and maintaining a competitive edge (Lado & Wilson, 1994). Numerous studies have demonstrated that the key to organizational success lies in the effectiveness of human resources, with a positive organizational climate playing a crucial role in enhancing employee behavior. However, many organizations continue to overlook and undervalue the significance of creating a supportive work environment for their human resources (Bahrami et al., 2016; Kalhor et al., 2018; Rožman & Štrukelj, 2021).

The study of organizational climate has been a central topic in organizational behavior research since the early 1970s (James et al., 2008). A well-established organizational climate shapes employees' perceptions of their social interactions, job satisfaction, and work performance (Kuenzi & Schminke, 2009; Shanker et al., 2017). By promoting a positive organizational climate, encouraging a dedicated work ethic, and applying strong leadership practices, organizations can significantly enhance employee productivity (Schneider & Barbera, 2014). A positive organizational climate fosters a comfortable working environment, which helps employees feel at ease while performing their tasks. Human resources are vital to any organization, as they play a crucial role in all organizational activities (Suryana, 2023). A healthy organizational climate relies on factors such as safety, job satisfaction, and employee engagement, all of which contribute to a productive and efficient workplace and play a key role in the organization's success and growth (Puente Riofrío et al., 2024).

Fostering an organizational culture that encourages innovation and risk-taking allows employees the freedom to explore new ideas and contribute to the company's vision and mission. It also promotes teamwork, motivation, and responsibility. By allowing employees to freely interact, rewarding high performers, and providing growth opportunities, the organization creates a positive and collaborative organizational climate (Gayatri & Prasilowati, 2024). The organizational climate is more important than ever, as organizations must retain valuable employees and ensure they remain motivated to contribute their best efforts for the organization's success (Aruldevi & Rajakrishnan, 2024). Organizational climate refers to the internal environment created for employees to perform their tasks, which significantly influences their behavior and work activities. A positive climate helps improve employee performance by shaping attitudes, behaviors, and values that align with the organization's goals. It is crucial for fostering an environment that motivates employees and enhances their effectiveness (Haeranah Alwany et al., 2024).

While technological advancements have transformed the workplace, the human element remains central to organizational success. The development of human capital, through continuous learning and skill enhancement, is essential for organizations to remain competitive. However, many organizations overlook the deeper-rooted issues that impact employee motivation and fulfillment.

A supportive organizational climate is crucial for fostering employee engagement and performance. By understanding the intricate relationship between organizational climate, work environment, employee satisfaction, and engagement, organizations can create a culture that promotes productivity and innovation.

Studying organizational climate and its impact on job performance is particularly important in today's rapidly changing business environment, where organizations face increasing competition and pressure to improve productivity. A positive organizational climate can have a positive impact on employee motivation, satisfaction, and performance, because it fosters a sense of belonging and common purpose among employees. On the other hand, a negative organizational climate can lead to low morale, high turnover rates, and low job performance. In this study, we want to measure the level of influence of the organizational climate on the performance of workers in the pharmaceutical industry sector, specifically in the SAIDAL Company.

This study will offer an in-depth analysis of the relationship between organizational climate and job performance, shedding light on the key factors that contribute to a positive organizational climate and their effects on employee motivation, satisfaction, and overall performance. By examining how organizational climate influences employee performance at SAIDAL Company, the findings will help the company devise strategies to improve its work environment and boost employee productivity, ultimately driving better performance and organizational success.

1. Literature Review

Numerous studies have emphasized the critical link between organizational climate and performance outcomes. Supportive leadership, consistent motivation, and the development of a conducive work environment are key factors in boosting job satisfaction, improving employee behavior, and enhancing overall performance. These elements contribute significantly to achieving organizational goals and ensuring long-term success (Jiang et al., 2012; Kim & Brymer, 2011; Saks, 2006).

Recent studies have underscored the vital role of organizational climate in shaping the success of organizations. A study by (Patterson et al., 2005) emphasizes that dimensions such as leadership, employee support, autonomy, and innovation significantly influence organizational performance. Effective management of these factors fosters a positive work environment, which in turn enhances employee motivation, interpersonal relationships, and creativity. The resulting positive climate leads to higher job performance, employee engagement, and overall organizational commitment. Additionally, Another body of research has explored critical elements like organizational culture, leadership approaches, employee engagement, communication effectiveness, work environment, work-life balance challenges, and stress-related factors within the workplace. For instance, (Schneider et al., 2013) emphasize that these aspects collectively shape the overall climate and influence employee motivation, performance, and well-being. Additionally, studies such as (Choi et al., 2015) further investigate how these factors contribute to job satisfaction, organizational commitment, and reduced turnover rates.

Creating a positive organizational climate involves fostering employee engagement and addressing non-financial incentives (Permarupan et al., 2013). A supportive organizational climate has been consistently linked to enhanced job satisfaction and productivity (Berberoglu, 2018). Moreover, elements such as employee recognition, leadership styles, and job autonomy significantly influence morale and overall job performance across various professional contexts (Zahari et al., 2020).

Employee satisfaction with organizational climate is an important indicator of performance improvement. Organizational climate directly affects employee satisfaction levels and thus impacts various aspects of effectiveness in the pharmaceutical sector in Pakistan. Positive employee satisfaction with organizational climate contributes to positive outcomes such as increased efficiency, productivity, organizational commitment, and cohesion among coworkers. At the same time, it mitigates negative outcomes including employee turnover, deviant behavior at work, absenteeism, and theft of company property (Ahmad et al., 2010). The work environment and rewards provided within a pharmaceutical organization in Nigeria play a significant role in shaping both sales performance and employee commitment. As a result, these factors—work environment and employee rewards—strongly influence the organizational climate, which directly impacts overall job performance (Babatunde & Abdulkareem, 2018). The organizational climate has a positive impact on employee performance within a pharmaceutical company in Indonesia. The findings show that a supportive work environment, equitable distribution of responsibilities, openness to employee suggestions, and the promotion of creativity contribute to enhanced employee performance (Prabowo, 2020).

Previous studies have primarily investigated the relationship between organizational climate and ethical behavior, the connection between organizational climate and job satisfaction, and the influence of leadership on shaping the organizational climate. Often, these aspects have been studied in isolation. In contrast, our research adopts a more holistic approach by integrating multiple dimensions and factors concurrently. We have identified a notable gap in understanding how organizational climate affects employee performance within the pharmaceutical industry in Algeria, specifically at the Saidal Company. To bridge this gap, our study offers a thorough examination of various dimensions of organizational climate, including organizational structure, communication practices, leadership and supervisory styles, technology use, decision-making participation, human relations, and motivations. By analyzing the interactions and effects of these factors on employee performance in the Saidal Company, our research seeks to provide valuable insights that will enrich the existing body of knowledge in this field.

Hypothesis:

Based on the formulation of the problem and literature review, hypotheses can be drawn:

H₁: A conducive organizational climate at the SAIDAL Company, aimed at facilitating the execution of tasks and accomplishment of goals and objectives, positively influences employees performance.

H₂: The perception of the prevailing organizational climate at the SAIDAL Company is influenced by the socio-professional characteristics of its workers.

H₃: Various dimensions of the organizational climate, encompassing organizational structure, communication, leadership style, technology, participation in decision-making, human relations, and motivation, significantly impact employees' behavior and contribute to enhancing their overall performance.

2. Methods

This study used a quantitative experimental design to examine the relationship between the variables under investigation. Statistical analysis, including regression and multiple correlation methods, was used to analyze the data. The independent variable in this research was the organizational climate, while the dependent variable was job performance.

2.1.Sampling:

The study sample consisted of 250 individuals working in the SAIDAL Company. A total of 250 questionnaires were distributed, and 161 questionnaires were returned, and the response rate was 64.40%. Convenience sampling was used to collect data. Among the participants, 52.2% were female. 41.6 were over 40 years old, and 55.3% had 10 or more years of work experience. Of the participants, 2.5% were director, and 8.1% were division chief. And 11.8% chief of service, and 59.6 were framework, and 18 agent. At the level of education, 17.4% of participants held graduate degrees, 62.7% held a university degree, and 14.9% held a high school diploma. And 5% had an intermediate education.

2.2.Study Instruments:

Organizational climate was assessed using a 7-dimensional questionnaire, while job performance was measured using a 3-dimensional scale. Both scales used a 5-point Likert response scale ranging from “strongly disagree (1)” to “strongly agree (5).” Examples of leadership items include “Your direct supervisor is able to manage difficult and ambiguous situations” and “Motivation are given to creative and innovative employees.” Examples of job performance items include “I strive to be creative in my work” and “I follow my supervisors’ directions when performing tasks.”

2.3.Data analysis:

Data analysis was performed using SPSS 25.0. Factor analysis was conducted on all organizational climate and job performance items. Simple correlation and regression analyzes were performed to examine the relationships between variables in the study.

3. Result and Discussion

Based on the results of the research conducted, there are 5 characteristics of the respondents included in this study, which are the identity of the respondents based on gender, age, educational level, seniority and fonction. All identities raised in the questionnaire are characteristics considered appropriate to support this research.

Based on the questionnaire distributed by the researchers, the sample members were obtained according to characteristics as in the following table:

H₁: A conducive organizational climate at the SAIDAL Company, aimed at facilitating the execution of tasks and accomplishment of goals and objectives, positively influences employees performance.

Table (1): The study sample participants' feedback concerning the presence of the organizational climate

Variables	N	Mean	SD
Organizational structure	161	3,34	0,80
Communication	161	3,56	0,77
Leadership	161	3,29	0,88
Technology	161	3,44	0,83
Participation in decision-making	161	3,22	0,93
Human relations	161	3,54	0,69
Motivation	161	2,97	1,07

Table 1 presents the mean ratings and standard deviations for different dimensions of organizational climate, providing insights into employee perceptions. Organizational structure had a moderately positive mean rating of 3.34 with a standard deviation (SD) of 0.80, reflecting relatively consistent views. Communication had the highest mean rating of 3.56 and a standard deviation of 0.77, indicating a broadly positive and consistent perception. Leadership was rated at 3.29 on average, with a higher SD of 0.88, indicating variation in how leadership is perceived across the organization. Technology had a mean rating of 3.44 with a SD of 0.83, reflecting a moderately positive perception but some diversity of views. Participation in decision making had a lower mean rating of 3.22 and a SD of 0.93, indicating a slightly above average perception but diverse views. A human relation was rated positively at 3.54 with a lowest standard deviation of 0.69, highlighting a strong and consistent positive perception. However, motivation had the lowest mean score of 2.97 and the highest standard deviation of 1.07, revealing a neutral to slightly negative perception and significant variability in employee opinions.

While the individual dimensions provide valuable insights, a deeper analysis of their collective interaction is critical to understanding how they jointly impact job performance. For example:

Synergism between leadership and communication: The relatively high and consistent rating of communication indicates strong organizational practices in sharing information. However, the variability in leadership ratings may indicate that inconsistent leadership styles can mitigate the effectiveness of communication. Analyzing these dimensions together may reveal whether strong communication mitigates the effects of changing leadership perceptions.

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Human relations and the association with motivation: Human relations received consistently high ratings, indicating a positive personal climate; however, motivation received the lowest scores and showed the greatest variability. This disparity suggests that positive relationships alone may not be sufficient to drive employee motivation, suggesting a need for deeper analysis of how motivational factors interact with relationship dynamics.

Decision-making involvement and organizational structure: The slightly higher-than-average rating for decision-making involvement, combined with the variability in responses, suggests that perceptions of involvement may be influenced by organizational structure. Exploring the interaction between these dimensions may reveal whether rigid structures limit employees' sense of involvement and autonomy.

The data reveal generally positive perceptions of organizational climate, but significant variability in certain dimensions, particularly leadership, technology, decision-making involvement, and motivation. A deeper exploration of these interactions would provide a more nuanced understanding of how these dimensions collectively influence employee performance. This approach could provide actionable insights for improving organizational strategies and improving overall workplace dynamics.

H₂: The perception of the prevailing organizational climate at the SAIDAL Company is influenced by the socio-professional characteristics of its workers

Table (2): The study sample participants' feedback concerning the presence of the organizational climate according to socio-professional characteristics

Discription		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	%
Gender	Male	0	4	23	42	8	47,8
	Female	0	1	15	53	15	52,2
Age	Less Than 30	0	1	5	21	4	19,3
	30-40	0	1	13	38	11	39,1
	Above 40	0	3	20	36	8	41,6
Educational level	postgraduate degrees	0	1	5	17	5	17,4
	university degree	0	2	27	59	13	62,7
	high school diploma	0	0	5	17	2	14,9
	Intermediate education	0	2	1	2	3	5

Seniority	Less Than 5	0	1	6	24	3	21,1
	5-10	0	0	8	23	7	23,6
	Above 10	0	4	24	48	13	55,3
Fonction	Director	0	0	1	3	0	2,5
	Division Chief	0	1	1	8	3	8,1
	Chief of service	0	0	2	13	4	11,8
	Administrative Staff	0	2	29	58	7	59,6
	Worker	0	2	5	13	9	18

The analysis of Table 2 reveals intriguing patterns in the respondents' perceptions of the organizational climate at the Saidal Company. It's evident that both males and females generally agree with the questionnaire statements, yet females exhibit a notably higher inclination towards agreement, particularly regarding the presence of a positive organizational climate. This suggests a gender disparity in perception within the sample. Moreover, age emerges as a significant factor influencing perceptions, with individuals aged 30-40 and over 40 showing higher levels of approval compared to their younger counterparts. This implies that age plays a pivotal role in shaping perceptions of the organizational climate, favoring older individuals. Educational background also emerges as a determinant, with college graduates expressing the highest levels of agreement, while those with intermediate education display the lowest, underscoring the impact of educational attainment on organizational climate perception. Furthermore, the data underscores the influence of experience, as employees with more than 10 years of seniority tend to perceive a positive organizational climate more than their less experienced counterparts. Additionally, the job function variable is noteworthy, with managers and administrative staff participants exhibiting varying degrees of approval, further indicating the role of job type in shaping perceptions of the organizational climate within the Saidal company. Overall, these findings provide insightful nuances into how socio-professional characteristics intersect with perceptions of organizational climate at Saidal company.

H₃: Various dimensions of the organizational climate, encompassing organizational structure, communication, leadership style, technology, participation in decision-making, human relations, and motivation, significantly impact employees' behavior and contribute to enhancing their overall performance.

Table (3): Testing the relationship and impact of organizational climate dimensions on job performance

Variables		Organizational Climate	Job performance
Organizational Climate	Pearson Correlation	1	0,418**
	Sig		0,000
	N	161	161

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Job performance	Pearson Correlation	0,418**	1
	Sig	0,000	
	N	161	161

Table (3) reveals a moderate positive correlation between organizational climate and job performance, with a correlation coefficient of 0.418. This indicates that improvements in the organizational climate are associated with enhancements in job performance, and vice versa.

The relationship is statistically significant, with a significance level (Sig) of 0.000, well below the conventional threshold of 0.05. This significance confirms that the observed correlation is unlikely to be due to random chance. Specifically, at the Saidal company, a more positive organizational climate significantly contributes to higher performance levels among workers.

The importance of these findings becomes clear when considering the broader implications. The moderate positive correlation suggests that fostering a positive organizational climate can lead to a moderate increase in job performance. This is consistent with existing research which underscores the influence of organizational climate on job performance.

The statistical significance of the correlation further supports the reliability of the results, indicating that the relationship is not a random occurrence. This strengthens the argument that a positive organizational climate is crucial for achieving higher performance levels among employees. Consequently, enhancing the organizational climate should be seen as a strategic priority for improving overall organizational outcomes at the Saidal company.

4. Conclusion

The study reveals that while the overall organizational climate at Saidal is positively perceived, specific areas such as motivation and participation in decision-making need attention to further enhance employee performance. Strengthening these aspects can lead to significant improvements. The findings highlight the importance of maintaining strong communication and human relations while addressing the variability in perceptions of leadership and technology to create a uniformly positive organizational climate. By focusing on these areas, Saidal can strategically enhance its organizational climate, leading to better job performance and overall organizational success.

The perception of the organizational climate is influenced by socio-professional characteristics such as gender, age, educational background, experience, and occupation. Females, older employees, college graduates, more experienced workers, and administrative staff tend to have a more positive view of the organizational climate. This emphasizes the need to consider these demographic variables when evaluating and improving the organizational climate.

This study examines the relationship between various dimensions of organizational climate—organizational structure, communication, leadership, technology, decision-making participation, human relations, and motivation—and employee performance within the Saidal Company. The findings indicate that effective communication, clear organizational structures, and access to technology are key drivers of enhanced performance, while leadership, decision-making participation, human relations, and motivation also play supportive roles. These results are consistent with prior research, such as (Salim & Swasti, 2024) and (Moha et al., 2024), which highlight the pivotal role of organizational climate in improving employee satisfaction, engagement, and productivity. Additionally, studies by (Azevedo et al., 2024) and (Zapata Terán & Tovar Molina, 2024) reinforce the importance of a healthy work environment and assertive communication in fostering productivity and job performance. Furthermore, supportive leadership and a positive organizational climate have been shown to boost work engagement, as observed among junior doctors (Jankelová et al., 2024). These findings underscore the critical need for organizations to cultivate a positive climate to achieve sustainable performance improvements and long-term success.

In conclusion, the study underscores the critical role of a positive organizational climate in enhancing job performance at Saidal Company. Addressing the different dimensions of the organizational climate and considering the socio-professional characteristics of employees can strategically improve organizational outcomes. The moderate positive correlation and statistical significance of the findings provide a robust basis for implementing targeted initiatives aimed at fostering a favorable work environment and achieving higher levels of employee performance.

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