



**Faculty of Business**  
**MSc in Project Management**

**Perceived Work climate and Performance in security Organizations**  
**The Case of ABU DHABI POLICE**

**Dissertation Coordinator:**

**Dr. Abubakr Suliman**

**Prepared by:**

**Bader Al Harethi**

**Student ID: 60145**

## **Abstract:**

The purpose of this study is to examine the potential relationships between perceived work climate and job performance in security organizations. Furthermore, the relationship of various factors related to work climate and job performance are studied and investigated. Also, the significance of innovation, commitment, work enthusiasm, and understanding work duties are inspected. The present study also show the interactional consequence of perceived physical and psycho-social work environment on job performance, job satisfaction, and perceived organizational efficiency. Additionally, it emphasizes the significant roles of managers and supervisors in motivating and improving the work climate with the aim of enhancing the job performance. The subject organization of this dissertation is ABU DHABI POLICE Organization. This research focuses on work climate, and how it affects job performance. This study conducted in ABU DHABI POLICE, a security organization located in Abu Dhabi. In this dissertation, self-managed questionnaires were distributed at random way to a sample of 500 full-time employees with the intention of collecting the required data. The results show that well-built organizational climate is positively and completely interrelated with job performance. However, this study draws attention to the significance of organizational climate in enhancing and increasing the job performance in organizations.

### **Acknowledgment**

In fact, many people have supported and gave me a hand in the course of writing this dissertation, and I would like to gratefully acknowledge, thank and convey my appreciation to all of them. In addition, I would like to express particular hot gratitude and deep thanks to Dr. Abubakr Suliman the supervisor of this project, for the precious time he dedicated to perform satisfactory discussion and perceptive supervision along the course. For his touchable involvement to my academic improvement on the subject matter, I owe his huge debt. As well as, deep and hot thanks, huge gratitude should be given to all my family members, specially my much-loved parents, wife and children, on behalf of their continuous support and encouragement. Also, I would like to gratefully acknowledge the advices and comments given by my friends and colleagues.

### **Declaration**

I hereby declare that this dissertation has been written by myself and the entire materials not my own have been identify appropriately.

### **Dedication**

I dedicate this dissertation as a small reward to my dearly loved parents, my darling wife and children, the most loves of my life.

## Table of Contents

<b>Abstract</b>	<b>2</b>
<b>Acknowledgment</b>	<b>3</b>
<b>Declaration</b>	<b>4</b>
<b>Dedication</b>	<b>5</b>
<b>Chapter 1: Introduction</b>	<b>8</b>
1.1 Introduction	<b>8</b>
1.2 Aims and Objectives of Study	<b>10</b>
1.3 The Problem	<b>11</b>
1.4 Need for research	<b>13</b>
1.5 Concluding Remarks	<b>15</b>
<b>Chapter 2: The literature Review</b>	<b>16</b>
2.1 Introduction	<b>16</b>
2.2 Work placement climate and employee innovation	<b>19</b>
2.3 The effect of Work Environment on Employees' Job Behaviour and Organizational Effectiveness.	<b>20</b>
2.4 The Organizational climate systems and psychological climate perceptions	<b>25</b>
2.5 Creating a Work Climate That Motivates Staff and Improves Performance	<b>26</b>
2.6 Work Climate-Readiness to Innovate Relationship	<b>39</b>
2.7 Continuance commitment beneficial to organizations Commitment-performance relationship	<b>40</b>
<b>Chapter 3: The Study Methodology</b>	<b>47</b>
3.1 Introduction	<b>47</b>

3.2 Sample of Study	48
3.3 Description of the study sample	48
3.4 The study model and variables	56
3.5 Study Variables	57
3.6 Research Limitations	57
3.7 Measurements	57
3.8 Study Hypotheses	63
3.9 Statistical analysis	64
3.10 Data Collection Methods	64
3.11 The Pilot Study	65
<b>Chapter 4: Data Analysis and Results</b>	<b>67</b>
4.1 Correlation	67
4.2 Regression	68
4.3 Analysis of results	71
<b>s Chapter 5: The Study Conclusions and Recommendations</b>	<b>75</b>
5.1 Conclusion	75
5.2 Recommendations of the Study	78
References	88
Appendix _ Questionnaire _	91

## **Chapter 1: Introduction**

### **1.1 Introduction**

According to The Manager magazine (p.1), “*Work climate is the prevailing workplace atmosphere as experienced by employees. It is what it feels like to work in a place*”. Indeed, leadership and management practices that supply clarity, support, and challenge help in creating a positive and productive work climate. A productive work climate enhances the “discretionary effort,” or intensity of additional effort, which employees exercise greater than and away from job anticipations. A productive work climate is able to maintain and preserve employee motivation and high performance. (Janice Miller, 2002)

In fact, organizational climate is one of the most important factors that influence and affect the employees` perceptions of contribution and involvement in their workplace (Shadur et al., 1999). The employees who enjoy a better contribution and involvement in the decision-making process in an organizational climate that has information sharing and positive management support will increase and enhance the effectiveness of the performance. The employee involvement is supported or weakened by the workplace climate which has a very significant role in founding the tone and nature of an organization.

Work climate relates with performance, job involvement and job satisfaction of the employees. Social, organizational and physical climates work as the force and movement for jobs and duties, and also they noticeably affect the performance and work productivity of the employees.

Physic-legal in addition to psychosocial climate of work organizations have important influence on job performance, and job satisfaction of its employees and as well on efficiency of the organization recognized by the employees. Working conditions, interpersonal relations, welfare provisions, confidence and support prevailing in the work organizations play principal role in



identifying the degree of employees' job performance and satisfaction, and the level of organizational effectiveness.

Perceived adequacy or inadequacy of work environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction and performance, and perception of effectiveness of an organization. The effect of work environment on job satisfaction may be attributed to the employee's job attitudes formed out of cognitive appraisal of various components of work environment. Job satisfaction is considered as the feeling resulted from employee's positive attitude towards various components or factors of job life. The employees who perceive and feel the work environment as to be adequate, safe and congenial, develop positive attitude towards various job components, which ultimately results in higher job satisfaction and job involvement among these employees.

It is essentially important to develop a positive and constructive work climate that promotes and encourages staff motivation. A positive and encouraging work climate pushes and continues staff motivation and as a result increases the performance. Usually, managers are able to boost their work groups around by use of leadership and management practices with the aim of encouraging the clarity and support of job. The managers should outline the relations between work climate, employee motivation, and performance. Managers have to appraise the work climate and use their experience in making changes and improving the leadership and management practices that will prompt their employees to do the most excellent work and improve performance.

General performance could be well-built and carried on when both managers and employees are motivated. They are dedicated to the mission of their organization and work actively in order to achieve them well. They show up, take responsibility, work together with others, and follow all the way through. Extremely motivated employees enthusiastically deal with challenges, innovate, reduce risks and accomplish goals.

A work climate in an organization is affected by a variety of internal and external factors. These factors are the history of an organization, culture, management strategies and structures, and external environment, in addition to internal practices of leadership and management. The manager in an organization is able to control a number of these factors such as the management and leadership practices.

### **1.2 Aims and Objectives of Study**

This study aims to determine the perceptions of human resource managers' towards workplace climate, motivation and performance. Also, research aims to link the employee perceptions of workplace climate to their production and performance that would increase the production and success of their organization. This study analyses the impact of workplace climate on self assessed performance and job satisfaction of employees in the public environment. The study investigates the impact of workplace climate on employees of security organizations in the United Arab Emirates (UAE). However, the main purpose of this study is to examine the potential relationship between perceived work climate and job performance in security organizations in Abu Dhabi– U.A.E context. The subject organization of this study is ABU DHABI POLICE. Focus will be placed on the perception of work climate, and how it affects organizational commitment and job performance. The relationship between these two facets of commitment and job performance has also been explored. In fact, the increasing need in the present day's world for organizational competence, employees' commitment and job performance as means to reach customer satisfaction and competitiveness necessitate conducting comprehensive researches and studies related to these issues in order to helping organizations and companies to improve their workplace climates and enhancing their productivity, efficiency and performance.

### 1.3 The Problem

In view of the fact that the organizational context and environment is exposing to nonstop change, there is an important need for updating our knowledge and familiarity within this field on a regular basis. For instance, the factors and elements that were significant in affecting work outcomes and efficiency in 1960s and 1970s possibly will not be worth in the present days` various work teams and setting (Suliman, 2001).

It is very important for any organization wants to carry on or compete in the future, to discover the best method to settle its objectives for production and for its human resources (Hamel and Parahalad, 1994). Nowadays, managers should recognize that the age of predictability is ended; and the age of uncertainty has started. Increased global competition, deregulation, and technical progress have caused many serious changes that many definitely force a lot of firms to fail and stop working (Dressler, 1993).

Indeed, with the modern movement in the direction of globalization, organizations and companies including their managers have to be aware of the relative significance of organizational changeable like leadership styles and workplace culture, which decide the levels of satisfaction, encouragement, commitment and performance in different contexts and environments. This innovative and important movement necessitates conducting research and studies with the purpose of supporting organizations in improving new competitive benefits. However, satisfaction and a constructive attitude can be reached and achieved through a positive social workplace climate with high-quality communication, self-sufficiency, contribution, confidence and trust (Argyris 1964; Likert 1961).

At the present time, organizations have to go back over and re-evaluate the previous mentioned concepts so as to carry on, compete, and be gainful in the international market. Certain phenomena have international implications such as the positive and constructive workplace and

the motivation of employees in order to give their complete endeavor to their managers and companies. Researchers play important role in helping to recognize these phenomena in the environment of global business (Ortiz, 1976). Thus, research of workplace climate and its effects on performance is very important and useful. However, despite the fact that a lot of studies carried out in the West on organizational climate, satisfaction, motivation, commitment and performance as separate concepts, a small number of them have tried to investigate the relation between them (Suliman, 2006). Many organizations are concerns and interested a lot in having high level of loyalty and commitment between their employees. (Benkhoff, 1997) argued that the major reason that makes commitment one of the most common research subject matters in business psychology and organizational behavior during the last 30 years is its influences and effects on Organizational performance.

As a consequence of the truth that organizational commitment is vital and fundamental work experience and essential to the recognizing and managing of organizational performance (George and Jones, 1996). Since 1960's, one of the most common fields in the management science is the relationship between organizational commitment which is a result of workplace climate and job performance. (Benkhoff, 1977). Many studies and experts proved that the commitment and performance go hand in hand. High organizational commitment level is the motivating power in the wake of organization's performance (Dubois and Associates, 1997).

More than many decades ago, the examination and investigation, of the relationship between workplace climate, satisfaction, encouragement, commitment and performance, is considered so important nowadays. This raises the need and requirement for new research in this field. Also, the tendency of international companies to seek global diversity necessitates such studies. This new tendency increases the need for research to help international organizations in improving innovative competitive benefits.

#### **1.4 Need for research**

During the last years, experts have shown interest a lot in the study of organizational climate. In the past decades, a lot of research interests have been produced on organizational climate and its potential role in determining employees' commitment and performance in their organizations. Even though, there is a further need for conducting more research in this area in order to explore this issue more and more. Further it is noted that most of studies were conducted on specific concepts such as workplace climate, motivation, commitment and engagement, performance but it is rare to find a study that highlights the linkage among these concepts. Determining the direct relation between workplace climate and the performance level of employees is very important and vital issue.

In fact, all the conducted studies and research were related to western organizations and companies and there is a strong value differences between western countries and Arabic counties. That is why there is a strong need to examine the organizational issues in Arabic cultural context. To further precise there is no studies and research in United Arab Emirates relating to this field. On the other hand, there are confidently beliefs worldwide that some certain phenomena have common and international implications such as the search for good and encouraged workplace climate and the motivation of employees in order to apply their complete effort to their organizations. For that reason, behavioral theories could be applied in a different culture when etic and emic dyad is considered in the approved manner. It is believed that cultures are similar and related (etic) in several aspects and dissimilar in some other aspects (emic).

Organizational commitment is an international reaction to the encouraged work place climate in an organization (Ward and Davis, 1995; Becker, et al, 1996). Nowadays, organizational commitment is seen more complex than the past (Iles, Forster, Tinline, 1996), that could be

expected to make changes and raise diversity phenomena which has taken place in the workplace. Commitment is very important because it is a main element that resulted from efficient workplace climate in order to enhance the employees` performance and increase the organizational outcomes. In the management field, the objective performance link is believed as one of the most important and motivating issues since commitment plays central role as a mediating construct to increase the performance (Suliman, 2001). In accordance with Cheng and Kalleberg (1996), the best performance created due to the organizational commitment, the more committed employees might be more motivated to exert, the more performance they will produce in support to their organization. (Cheng and Kalleberg, 1996). In fact, organizational commitment is the attachment and connection of employee to the organization psychologically. Ahead of this wide-ranging sense, organizational researchers have improved large importance definitions of organizational commitment, and several scales aim to evaluate them in organizations. For example, many important commitment definitions mainly focused on linking commitment to organizational performance. These definitions have shown that there is a positive relationship between commitment and job performance.

Due to the previous facts and limitations in this field, as a minimum in the Arabic context, additional effective studies and research are essentially required to find out the nature and relation between these concepts, commitment, workplace climate, and performance in comprehensive way, particularly in the recent widespread increasingly changing work climate in global market and multinational organizations and companies.

### **1.5 Concluding Remarks**

According to the above discussion, the main and most important purpose of this study is to expand and expend on previous studies and research with the intention of studying the perceived workplace climate that could potentially encourage well-built commitment, as a result produced high level of organizational performance. This inevitably involves the understanding and recognizing the potential relation between the workplace climate and organizational performance and their effects to one another. The center of attention will be observed assessment and inspection of a sample work laying down in the United Arab Emirates, particularly ABU DHABI POLICE context. Despite the fact that the area under discussion is related with global human trends of thoughts, behaviors, reactions and beliefs, an investigation to determine whether the related results generated by western- oriented studies, research, theories, and literature could probably reproduced in non- western climate (Arabic countries) during this observed assessment and inspection in ABU DHABI POLICE. What is more, the inevitable movements of international diversity and multinational organizations occurred for the most part at the present time, the area under discussion has turn out to be noteworthy and of considerable concentration and importance.

## **Chapter 2**

### **The literature Review**



## Chapter 2: The literature Review

### 2.1 Introduction

As recently as the 1960s, the concept of work climate began to permeate the management literature and impact academic thinking. Work climate came to pass and improved in consequence of the involvement of personal behavior theories, management theories, and work theories (Litwin & Stringer, 1968). As a consequence, later than concretizing of the climate concept in management theories in the 1960s, researchers from the 1970s forwards began to connect the concept and theories of work climate to the other organizational concepts such as individual differences (Schneider & Bartlett, 1970); structure (Payne & Pugh, 1976); and communication (Poole & McPhee, 1983). Within all these studies, work climate called by diverse names but transmitted the same or matching meanings. For this reason, such phrases as organizational climate, work environment, internal environment, work situation, are generally used in the management literature, and refer basically to the concept of work climate.

In fact, the concept of work climate in the management literature has been described in various ways by diverse researchers. For example, Forehand & Gilmer describe it as: *'the set of characteristics that describe one organization and that,*

*(a) Distinguish the organization from other organizations;*

*(b) Are relatively enduring over time; and*

*(c) Influence the behavior of people in the organization'.* (Forehand & Gilmer, 1964: 362).

Also, in 1992, Silva described work climate as the entire composes the human environment of an organization. However, the entire work climate definitions and theories could be classified into four common categories:

(1) The structural approach: This method completely considers work climate as a feature or an element belonging to an organization. Some of the scholars adopted this approach are Forehand & Gilmer, 1964; Payne & Pugh, 1976.

(2) The perceptual approach: this method lays the foundation for evaluating and describing work climate within the person. Some of the scholars adopted this approach are Schneider, 1975; Schneider & Riechers, 1983.

(3) The interactive approach: This method lays the foundation of describing the climate, on the relations between both the person and the organization. One of the scholars adopted this approach is Silva, 1992.

(4) The cultural approach: This method contains the relations of group members as a main determinant of climate, where this relations is affected by organization culture. One of the scholars adopted this approach is Moran & Volkwein, 1992.

On the other hand, without a doubt, some of the necessary constituents of continued existence in the present day's worldwide market are efficiency, creativity, quality, and innovation. A lot of researchers claim that organizations which aspire to continued existence and competing in the present day's worldwide market are supposed to innovate.

As said by Thompson & Werner, *'in most organizations, it is no longer sufficient for an employee simply to carry out his or her essential job functions. Employees today are expected to take initiative and engage in those behaviors; which insure that the*

*organization's goals are realized. Moreover, the rapid pace of change in many industries today has made the 'job description' per se somewhat obsolete. As a result of these and other changes, managers are recognizing the value of creating a work environment that fosters discretionary behaviors such as organizational citizenship behavior' (Thompson & Werner, (1997: 586).*

Some researchers such as Katz & Kahn, 1978 and Matheiu & Zajac, 1990, claim that 'extra role' behaviors, for example, creativeness and innovativeness, regularly persevere an organization ready for action and competitive. This is a sign of an extensive agreement along with Western researchers that innovation is very important for the permanent and progressive comfort of persons and groups as a general rule. On the other hand, the matter of innovation in workplace is to some extent ignored and paid no attention in the Middle Eastern literature. Further expressly, innovation is just a risky activity in the Arab context; which appears to be regularly penalized more than rewarded and recompensed (Al-Faleh, 1989; Mouna, 1980; Suliman & Iles, 1999). On the other hand, this common explanation of innovation in Arabic organizations is at the present changing. In view of the fact that Arabic organizations cannot stay out of the globalization game, they have begun to understand the significance and value of innovation in the global market.

In view of the fact that indications has shown that the most major and serious obstructions to innovation are those involved and have to do with organizational climate, as a result it is necessary to commence positive changes in work climate, which possibly will produce a suitable environment for innovation' (Awamleh, 1994: 59).

## **2.2 WORKPLACE CLIMATE AND EMPLOYEE INVOLVEMENT**

The shape and configuration of workplace climate has been classified as structural, perceptual or interactive (Moran and Volkwein, 1992). The structural model hypothesizes that the organization's structure is the most important contributing element to workplace climate. The perceptual model hypothesizes that workplace climate is originated and driven from a persons' perceptions of their condition. The interactive model hypothesizes that workplace climate is the product and outcome of a group of persons cooperatively interpreting their environment (Moran and Volkwein, 1992). In fact, the work climate in an organization is mutually affected by organizational culture and as well forms organizational culture – these two concepts as a result come into view to be 'communally related' (McMurray, 2003). In 1992, Moran and Volkwein propose that workplace climate is a lasting characteristic of an organization and it differentiates one organization from another one. Workplace climate 'represents members' communal views', is created by members' communication and relation, performs as a device and system for interpreting the workplace condition, reveals general and existing standards, values and attitudes, and forms behaviors.

In fact, workplace climate is shared by the members of an organization and it is experimental, complex and lasting (DeCotiis and Koys, 1980). An organization's shared insights comprise independence, faith, cohesiveness, shore up, appreciation, respect, innovation and justice (Moran and Volkwein 1992: 20). Over several decades, many various experiential studies have been performed in order to show that a supportive climate in the workplace impact the performance and motivation of an employee distinctively. Some of the most important studies are Wimalasiri 1993; Litwin and Stringer 1966; Johannes et al. 1977; Kangis and Williams 2000.

Workplace climate in an organization or “organizational climate” is one of the most important factors that influence and affect the employees` perceptions of participation and involvement in their organization (Shadur et al., 1999). Burke and Litwin in 1992 conducted experimental research suggest that the employees perceived that they have a superior participation and involvement in the process of decision making in a workplace climate that enjoys information sharing and positive management support and as a result the effectiveness of the workplace will be increased and enhanced. The employee participation and involvement is supported or weakened by the workplace climate of an organizational which has a very significant role in founding the tone and nature of an organization (Shadur et al., 1999). As well, this is linked directly to the concept of a cadre organization. In a cadre organization, a main skill of employee is its ability to recognize and identify ideological aims of the organization and its ability to put these aims into practice in changeable and untrustworthy conditions (Rothstein, 1996).

### **2.3 The effect of Work Environment on Employees’ Job Behaviour and Organizational Effectiveness.**

Since long time, the effect of organizational structure and its Perceived Work Environment on the behavior and performance of its employees has been a very significant and central issue of many discussions and analyses by a lot of scholars. For example, the problem of increasing production in industrial field has been approached by making the work climate environment more satisfying through the preamble of vital adjusts and changes in the working environment. (A.K. Srivastava, 2008)

In fact, the environment and work climate in organizations includes a number of components of two main kinds, to be exact, physical and psycho-social. For the duration of early stages of development of industrial psychology, just the physical environment in work place was paid

intention and given importance. It was believed as a main determinant of the performance of employees. There are a lot of previous studies inspected and studied the effect of workplace environment like the illumination, temperature, noise, and atmospheric conditions on the performance of the workers (Bennett, Chitlangia, & Pangnekar, 1977; Berrien, 1940; Ferree & Rand, 1940; Ford, 1929; Leithead & Lind, 1964; McCormic & Sanders, 1982; Moreland & Barnes, 1970; Morgan, 1916; Peterson & Gross, 1978; Sleight & Tiffin, 1948; Vickroy, Shaw, & Fisher, 1982). Nevertheless, they didn't notice any reliable relationship between these elements of physical work environment and the performance of employees. After that, scholars started paying attention to the study of social and psychological climate in the workplace and its effects on the performance and job behavior of employees. The identification and recognition of the important role of psycho-social climate caused the appearance of organizational psychology, and additional the concept of 'quality of work life'. However, recently, the significance of physical work climate has been appreciated once more. Nowadays, modern organizations are doing their best and maximum potential efforts in order to make the work climate more comfortable, healthy and safe. This led to the appearance of an innovative branch of organizational psychology; to be exact it is 'occupational health psychology'. This innovative branch is a psychological technique of looking holistically at the work climate of an organization and the health of the employees. Occupational health psychology cares at the health of the employees in addition to the health of organization in a synergistic relationship, and it tries to recognize the active relations and interface between both of them. (A.K. Srivastava, 2008)

In fact, a lot of studies have been conducted with the aim of study and inspect the effect of physical work climate and organizational climate on the, performance, job satisfaction and health of employees. The previous studies related to this field explored the effect of objective importance of illumination, noise, temperature and atmospheric circumstances on the

performance of employees (Barnaby, 1980; Fine & Kabrick, 1978; Finkleman & Glass, 1970; Leithead & Lind, 1964; McCormic & Sanders, 1982). In 2000, Scott, Jusanne and Steven reported that working climate relates with performance, job involvement and job satisfaction of the employees. In 1999, Strong, Jeanneret, Blackley and McPhail conducted a study and noticed that social, organizational and physical climates work as the force and movement for jobs and duties, and also they noticeably affect the performance and work productivity of the employees. As well, many researches on climate quality have conducted in order to establish the significance of safe and healthy working climate and circumstances in establishing the job behavior and performance of employees (Ahmad & Mehta, 1999; Patnayak, 1997).

In the past two decades, the effect of organizational climate, which is typically made up of a number of organizational, social and psychological elements, has been comprehensively inspected and studied. A number of studies found that the psycho-social environment of organization is noticeably affected by the employees' job satisfaction, health, job involvement, motivation, and job performance (Anantharaman & Subha, 1980; Benjamin, 1975; Dugdill, 2000; Jean & Randall, 1975; Lenuart, 1978; Mehta, 1977; Mishra, 1986; Muchinsky, 1977; Schneider & Syder, 1975; Tetric & Larocoo, 1987; Tumuly, Jernigan & Kohut, 1994).

For the most part of the former pointed out studies explored the molecular effect of diverse elements of two constituents of work environment on the performance and job behavior of employees. However, if truth be told, the diverse elements of work environment affect the job behavior of the employees entirely and gave the impression of active relations between them. (A.K. Srivastava, 2008)

In fact, the results of the previous mentioned studies could be concluded as that physico-legal in addition to psychosocial climate of work organizations have important influence on job performance, and job satisfaction of its employees and as well on efficiency of the organization

recognized by the employees. As well, the results stated that along with other elements of two constituents of work climate, working conditions, interpersonal relations, welfare provisions, confidence and support prevailing in the work organizations play principal role in identifying the degree of employees' job performance and satisfaction, and the level of organizational effectiveness. In addition, the results identify that psycho-social environment, contrary to physical climate of workplace; apply superior affect on job behavior of employees and organizational effectiveness.

The results of study demonstrated that perceived adequacy or inadequacy of work environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction and performance, and perception of effectiveness of an organization. The effect of work environment on job satisfaction may be attributed to the employees' job attitudes formed out of cognitive appraisal of various components of work environment. Job satisfaction is considered as the feeling resulted from employees' positive attitude towards various components or factors of job life. The employees who perceive and feel the work environment as to be adequate, safe and congenial, develop positive attitude towards various job components, which ultimately results in higher job satisfaction and job involvement among these employees. Some earlier studies also reported positive relationship between adequate and comfortable work environment and job satisfaction, though the relationship between the two has not been extensively investigated.

The majority of the studies inspected the consequence of poor environment on job performance. On the other hand, definite links of job satisfaction, such as job performance, job involvement, absenteeism and turnover have been discovered to be influenced by physical work environment. In 1959, the "two-factor" theory of job satisfaction proposed by Herzberg and his partners implies that working condition was recognized as 'hygiene' factor, which guides to job dissatisfaction just, if it is poor. Sufficient and suitable comfortable working condition



extensively improves the job satisfaction of employees. The effect of physical work environment was discovered to be bi-directional in its consequence on job satisfaction and performance of employees. It is concluded that sufficient physical work environment improves job satisfaction of employees, at the same time as perceived poor work environment negatively has an effect on job satisfaction of the employees. A new HRD concept, “Quality of Work Life”, as well lays emphasis on the role of physical and psychosocial climate of workplace in influencing employees’ job performance, job satisfaction force, and organizational commitment. In 1981, Sayeed and Mehta reported positive relation between Q.W.L. and the job satisfaction of employees. Development in Q.W.L. has been resulted in improved performance. In the two studies of De (1984a, 1984b, it has been noticed that high Q.W.L. develops production and improves condition of the employees.

The positive relation between satisfactory and encouraging work climate and performance possibly contributed to the physical expediency, facilities and encourage, undergoing of safety and security, and friendly and encouraging climate prevailing in the work climate. Also, the job satisfaction of employees that is produced from these considered necessary characteristics of work climate improves the job performance of the employees. Additionally, in poor and insecure work climate, the employees use up extensive quantity of their time and energy in adjusting to or dealing with the pressure resulted from poor and bad features in work climate. This job pressure negatively influences the performance of employees.

In second decade of twentieth century, after initiating the formulations of Frederik Taylor, a lot of experiential studies showed that satisfactoriness or appropriateness of a variety of characteristics of physical condition at work such as, noise, illumination, temperature, and atmospheric conditions lend a hand in improving performance and production. According to Fine and Kobrik in 1978, high temperature affects the performance of mental and physical task in

negative way. Also, high illumination level improves the performance to some extent (Barnaby, 1980; McCormic & Sanders, 1982). It is obvious that there is strong relation between perceived work environment and organizational efficiency. Satisfactory and encouraging characteristics of physical and social environment of the organization are most important elements and also the determinate of the whole effectiveness of the organization.

In fact, the work environment has an effect on the job attitudes and job behaviour of employees as an incorporated completely, not throughout its diverse elements separately. The assessment of the level of satisfactoriness and favorability of an element of work climate and its influence on job behavior of employees is decided by the situation of other elements and their relations with each other and other individual and contextual features.

#### **2.4 The Organizational climate systems and psychological climate perceptions:**

The researchers conducted in the field of organizational behaviour have been paid much attention to understand and recognize the employees' perceptions of the work climate and the way these perceptions could affect the individuals' occupational attitudes and performance. In fact, past researchers proposed that the work placement social climate had important consequences and effects, i.e. the employees' perceptions of the work climate supposedly affected the satisfaction and performance of people which consecutively was expected to affect the productivity of the organization. Some of the most important past researches are Katz & Kahn, 1978; Likert, 1967; McGregor 1960. The creating of climate has been investigated extensively and has demonstrated practical in capturing the perceptions of the work climate (Denisson, 1996; Ostroff, Kinicki, & Tamkins, 2003). According to Schneider in 2000 "*Climate has been described as an experientially based description of the work environment and, more specifically, employees' perceptions of the formal and informal policies, practices and procedures in their organization*". (www.highbeam.com)

The researchers have been distinct essentially between psychological and organizational climate (Hellriegel & Slocum, 1974; James & Jones, 1974). Employees' individual perceptions of the work climate make up psychological climate at the individual level of analysis, while organizational climate has been suggested as an organizational construct. As soon as employees within an organization are in agreement with their perceptions of the work climate, an organizational climate will be real (Jones & James, 1979; Joyce & Slocum, 1984). A lot of important studies have time after time showed that relationships among psychological climate and individual level result by various outcomes like satisfaction, dedication, performance and pressure. Similarly, a lot of studies have over and over again revealed positive and constructive relationships between organizational climate and individual outcomes like performance, commitment, involvement, and satisfaction (Ostroff et al., 2003).

### **2.5 Creating a Work Climate That Motivates Staff and Improves Performance:**

Indeed, it is very important for any organization to develop high-performing employees. Thus, it is essentially important to develop a positive and constructive work climate that promotes and encourages staff motivation. A positive and encouraging work climate pushes and continues staff motivation and as a result increases the performance. Actually, experience in industry field has proved that a positive and constructive work climate is able to account for almost 30 percent of enhancements in financial outcomes. Managers in any organization can habitually sense as soon as the work climate is impacting the performance of the staff. There are many signs indicate that a work climate is less than optimal and not satisfied such as absenteeism, unmet performance goals, shortage of planning, and decreased interest in the employees. Usually, managers are able to their work groups around by use leadership and management practices with the aim of encouraging the clarity and support of job. The managers should outline the relations between work climate, employee motivation, and performance. Managers have to appraise the work

climate and use their experience in making changes and improving the leadership and management practices that will prompt their employees to do the most excellent work and improve performance. (Janice Miller, 2002)

### **Recognizing the Impact of Climate on Motivation and Performance:**

In fact, overall performance could be well-built and continued as soon as both managers and employees are motivated. They are dedicated to the mission of their organization and work actively in order to achieve them well. They show up, take responsibility, work together with others, and follow all the way through. Extremely motivated employees enthusiastically deal with challenges, innovate, reduce risks and accomplish goals. Quite the opposite, unmotivated employees habitually do not emerge at their work, unsuccessful in reaching performance goals, and possibly will even cause offense to customers. Also, they could be uninterested in or against innovative ideas or tend to engage in staff conflicts, and communicate with others at the work place in poor way. There are many factors affect the staff motivation that aims to increase the performance. The most important factor is the work climate. Many people believe that climate is connected to climate conditions that have an effect on their outdoor activities, other than they have no idea about the workplace climate and its consequence on their performance and productivity. (Janice Miller, 2002)

Many researchers have proved that work climate extensively have an effect on the employees' aspiration and ability to learn and perform. That's why, it is important that managers should learn creative methods in order to improve poor work climate. It is the responsibility of managers and leaders at all levels who supervises employees on a daily basis to improving the work climate. The entire managers even those who are managing in tremendously resource-poor environments and in awful discouraged climates are able to produce better outcomes if they do their best to improve the work climate. (Janice Miller, 2002)

Experts found a direct correlation between work climate and performance but it couldn't be said that work climate in an organization is the only driver of performance. As said by Goleman” *Economic conditions and competitive dynamics matter enormously. But our analysis suggests that climate accounts for nearly a third of the results. And that is simply too much of an impact to ignore.*” (Goleman 2000, p. 82)

Also, experts found that managers influence work climate extensively. According to Goleman, “*An analysis of data on 3,781 executives, correlated with data from climate surveys filled out by those who worked for them, suggests that 50 to 70 percent of employees’ perception of working climate is linked to the characteristics of the leader.*” (Goleman 2001, p. 42)

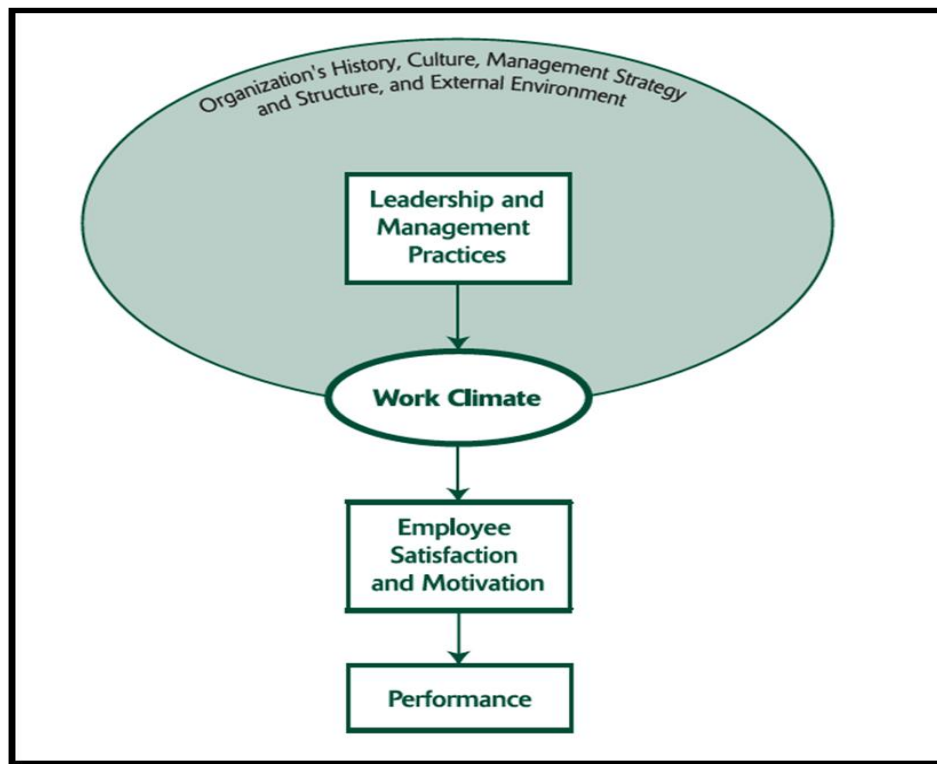
As said by Stringer, “*What the boss of a work group does is the most important determinant of climate. The boss’s behavior drives climate, which arouses motivation. And aroused motivation is a major driver of bottom-line performance.*” (Stringer 2002, p. 99)

Watkins also said, “*Leaders can sustain performance improvements by creating a climate that motivates, develops, and retains talented people.*” (Watkins 2000, p. 13)

In fact, a work climate in an organization is influenced by various internal and external factors. These factors are the history of an organization, culture, management strategies and structures, and external environment, in addition to internal practices of leadership and management. The manager in an organization is able to control a number of these factors such as the management and leadership practices. On the other hand, there are many factors that could be away from a manager’s influence except if they are in very powerful situation. For instance, one of the factors that managers have some control over is management systems. Managers have to keep their mind on systems, processes, and policies that smooth the progress of work in the organization. However, if systems are excessively routine, bureaucratic and incompetent, both managers and

end-users have to appraise them from time to time in order to perceive how they can make them efficient, supportive, trouble-free and easy for workforce to employ. (Janice Miller, 2002)

**Diagram**



✚ According to The Managers Magazine (Janice Miller 2002,P.4), the following are factors which the entire managers have some control over and can influence:”

Leadership practices
----------------------

- |  |
|--|
| ■ Providing vision, living organizational values               |
| ■ Knowing staff aspirations, skills, and interests             |
| ■ Focusing staff attention on critical challenges              |
| ■ Aligning work with skills and interests, motivating teamwork |

- Recognizing accomplishments; and inspiring confidence in staff

Management practices:

- Work group communications, inclusion in decision making where appropriate
- Revisions of job descriptions
- Improvements in planning, policies, procedures, work planning
- Supervision and feedback, including performance reviews, and job recommendations
- The organization's management systems, or procedures and processes that affect both tasks and the flow of information, and the work systems that affect efficiency and employee satisfaction".

**“Table 1”**

✚ According to The Managers Magazine, the following are factors away from the control of most managers:”

Organizational history

- Organizational experience with success and failure
- Its experience with incentives, sanctions, and consequences
- Its reputation in the community

Organizational culture

■ Values, beliefs, traditions, and assumptions shared by employees, whether expressed or unexpressed

■ “The way we do things around here”

Management strategy

■ Approaches related to job opportunities and growth that help an organization meet its goals

Management structure

■ Defining roles and responsibilities

■ Addressing policies regarding rewards and promotions

External environment

■ The broader context in which the organization operates. Prevailing disease patterns, political and economic conditions, regulations, processes of health sector reform, donor priorities, competition, and an organization’s reputation in the community add pressures on staff to perform.

■ Available workforce skills, salary expectations, cultural and gender barriers, and the condition of roads and public transportation. These may restrict the pool of potential employees, possibly requiring a stronger focus on developing and retaining staff’.



**“Table 2”**

Indeed, the way that the managers exercise leadership and management practices is extremely significant. Leadership and management practices impact the climate of work group extensively. As a minimum 50 percent of the differences in workplace climates are related to daily differences in practices of managers in workplace (Buckingham and Coffman 1999). As well as, there are many organizational factors that manager is able to organize and impact the workplace climate extensively such as the reward systems, design of tasks and jobs, strategy, and policies and procedures, (Stringer 2002).

In any organization, the performance of the employees influences the whole performance of an organization. It is vitally important for managers to motivate their employees, as a result, managers need to be aware of and recognize what motivates their employees, and they need to focus on improving an encouraging and motivating workplace climate. (Janice Miller, 2002)

Managers have to create good conditions in the workplace in order to encourage and motivate employees to perform. Motivation is the power and forces to perform something. All individuals have purposes, intentions, requirements, and basins of energy that characterize prospective motivators. The task of managers is to find out and determine the motivations of their employees and help them to give a free rein to their energy. Then, managers should direct the energy of employees into productive and fruitful work. Also, it is seriously significant for managers to recognize further regarding their own sources of motivation. The process of learning to select the leadership practices and management styles helps managers in creating a positive and constructive work climate, rather than letting themselves to be only intended for following their natural preferences. Actually, in order to recognize motivation in comprehensive way, managers

have to pay attention to both its external and internal types of motivation. External motivation engages using motivators that are related to a job such as paying, benefits, office space, and safety. A risky and hazardous workplace or low level paying generally de-motivates employees. As well, external motivation often includes constructive motivators such as giving positive feedback and appreciation. On the other hand, internal motivation is related to an employee itself. Any employee is able to be affected by the feeling that a manager concerns and cares about him\her as a person. Also, any employee could be influenced by the opportunities and chances for growth and improvement, innovation, appreciation, and responsibility. Managers should create a new approach, satisfaction of innovating, solving problems, making an involvement and participation, establishing standards and objectives in order to motivate employees. All employees have a lot of similar internal motivators; nevertheless persons may possibly inspired more by diverse motivators. Managers should be aware of the motivators that each employee motivates with. Once the manager is aware of his\her staff members and what motivates each one of them, he\she will be able to create a workplace climate that supply the employees with opportunities in order to motivate them and promote their performance. (Janice Miller, 2002)

In fact, developing a positive and constructive work climate needs for strong and intense efforts. In case a manager found out de-motivating factors within the organization, he\she has to search for effective methods with the intention of changing the workplace climate and inspire diverse types of motivation. The manager should be aware where to start to influence climate, should be begin at the work group level or at the organizational level? Despite the fact that each organization has its general climate, but every work group as well has its own climate. The climate of a work group could be similar to or dissimilar from the general organizational climate. Sometimes, work groups with high level of performance work in organizations of poor financing

or insufficient leadership at the senior level. Regardless of the organizational level of the manager, and even if the organizational climate is poor, the leadership and management practices of the manager are able to create a positive and constructive workplace climate within their work group. The efforts of the manager to develop his\her work group's climate is able to give well-built organizational outcomes. (Janice Miller, 2002)

There are many important research findings relating to the outcomes of engaged work groups. One of these studies conducted in 1998 by Gallup which it is a polling organization, studied 24 companies all over the United States and considered 2,500 employees in business units. The findings of this study prove the effect of employee motivation and work group managers. The used employees developed business outcomes such as production, income, preservation, and customer service. The employees responded in a different way depending on the work group they joined, and the organization they employed in too, as soon as inquired them about their work environment. Also, their direct work group manager was more important in creating a well-built workplace more than the organization's general policies and procedures. In brief, the employees' motivation depends mainly on work group climate. (Buckingham and Coffman 1999)

In fact, good manager is able to make a difference in the climate of work groups in a organization. The work group's climate is principle in allowing discretionary effort to run free in the work group. With the aim of making helpful changes, the manger can inspect and improve his leadership and management practices, the structure of work group, and the adopted standards and norms within the structure of presented organizational policies and procedures. The manger should reflect on the work group's motivation and performance and think if there are signs of low motivation and performance. (Janice Miller, 2002)

**Indications of Low Motivation and Performance:**

Employees possibly will show particular signs of low motivation or performance such as the following:

<ul style="list-style-type: none"><li>• Rising in employee absenteeism and lateness</li></ul>
<ul style="list-style-type: none"><li>• Decreasing in employee production</li></ul>
<ul style="list-style-type: none"><li>• Disconnection and nonflexible work habits</li></ul>
<ul style="list-style-type: none"><li>• Reports of dissatisfaction among customers</li></ul>
<ul style="list-style-type: none"><li>• The failure of work group to achieve some performance goals</li></ul>
<ul style="list-style-type: none"><li>• Repeated unsolved conflict among employees</li></ul>
<ul style="list-style-type: none"><li>• Poor communication among group members and with the management</li></ul>
<ul style="list-style-type: none"><li>• The resistance of employees to new procedures and plans</li></ul>

If the manager notices any signs of poor motivation and declining performance among employees, he/she should try to find the causes. The manager should influence the work group's climate by understanding three key dimensions of climate; evaluate the climate of work group; and take action in order to develop group's climate. Understanding and recognizing the three main dimensions of climate is very important with the purpose of influencing climate. The manager can survey the employees' perceptions of the three main aspects of work environment. The three main dimensions of climate that have an expected influence on motivated behavior are clarity, support, and challenge. Actually, to understand these dimensions of work group climate is very helpful in determining the involvements should be used to improve climate and performance. As soon as employees perceive these elements as existing and well-built in their work group, they can perceive the work group climate in positive way. (Janice Miller, 2002)

### **Clarity:**

A work climate supplies the group with clarity as soon as the employees know their roles, duties, tasks and responsibilities totally. Every employee should understand what he\she has to achieve and why, also it is important to perceive his or her role as adjacent to the objective of the group and the organization. Employees should be familiar with the needs and requirements of the clients in the organization. Standards and norms of performance should be stated clearly, and the results of failing to accomplish these standards and norms should be understood by the entire employees. (Janice Miller, 2002)

### **Support:**

A support work climate supplies the group members with needed and required resources and assistance to accomplish the goals of the work group. Resources consist of necessary supplies, tools, devices, workforce, and finances, without limited the performance of employees strictly. Emotional support consists of an environment full of trust, shared support, and deserved appreciation, as well as employees' internal resources. Such an environment is formed as soon as the employees feel their abilities and skills are appreciated, once they play a part in important decisions that influence the work group, and as soon as they are appreciated and rewarded for both personal and group successes. (Janice Miller, 2002)

### **Challenge:**

A work climate of challenge is present once the members of group go through and be subjected to chances to stretch, face and stand up to challenges with reasonable threats, and find out new methods of performing things effectually. Members of group will feel proud, self-important, self-respected, satisfied and pleased when belonging to their work group and committing to their mutual goals, objectives, and actions. They are longing for learning from their faults and prepare themselves to take on other actions as soon as required. They enthusiastically are responsible for

duties, improve skills and abilities to provide suitable services, and are better prepared to be responsible for reasonable threats. (Janice Miller, 2002)

**Interaction among the dimensions:**

In fact, all three dimensions are significant for encouraging performance. Employees dealt with challenges but suffering from support or clarity is able to be subjected to pressure and dissatisfaction. They may feel weak and fail. Without challenge or support climate, employees who are recognize the expectations clearly possibly will find their workday limited, reduced, or even penalizing. As well, supported staff will not improve themselves or build up their abilities if they sense unchallenged. (Janice Miller, 2002)

**Assessing Work Group Climate**

In order to improve the work group's climate, the manger requires understanding how the employees in the organization perceive their work environment. Actually, their perceptions guide how they meet workplace situations. Workplace climate is at all times characterized according to employees' perceptions. The way of surveying employees' perceptions is important to investigate perceptions. This way helps in getting complete idea about what are the elements that cause reducing in the production of work group. Making a survey in a way that gives insight into the three key dimensions, clarity, support, and challenge is practical and good for describing work group climate. (Janice Miller, 2002)

According to Stringer," <i>Climate exists objectively in an organization, but it can only be described and measured indirectly through the perceptions of the members of the organization</i> " (Stringer 2002, p. 10)
---

The Assessment of work climate is a tool for inspecting employees. After performing an assessment of work climate, it is important to investigate the gaps in employees' perceptions for work climate. This analysis process is able to help in recognizing the areas of gaps and prioritize the management and leadership efforts in order to concentrate on these areas. It is helpful in recognizing and taking in hand the most critical climate issues in the work climate. (Janice Miller, 2002)

As soon as the manager completed his work climate assessment and discussed the results with the staff, it is significant to work on developing the climate of work. The management of the organization is supposed to change in their leadership and management practices with the intention that employees in work group are understandable about the objective and trend of the work in the organization. It is important to assess the recommended leadership and management practices related to each gap area and find out the way that could use these leadership and management practices with the aim of decreasing the size of the gap. As well, the process of implementing the suggested practices wouldn't be easy and effortless; however it will develop the climate of work group, strengthen employee motivation, and increase work group performance. (Janice Miller, 2002)

Actually, it is the responsible and task of manager to create and maintain an attractive work climate that will motivate employees. The management of the company should continually inspect the interior organizational environment on behalf of practices that is able to motivate or de-motivate the employees, as same it inspects the external environment for information relating to customers' requirements, competitors, challenges, and chances. (Janice Miller, 2002)

In a few words, the results of climate assessment are able to help improve the leadership and management practices in order to provide the employees with clarity, support, and challenge. As a result, both managers and employees will cooperate in creating and building up a climate that

motivates all members with the aim of carrying out the uppermost promising level of performance.  
(Janice Miller, 2002)

## **2.6 Work Climate-Readiness to Innovate Relationship:**

Since the beginning of 1960s, lots of researchers such as Forehand & Gilmer, 1964; Pritchard & Karasick, 1973; Schneider & Reichers, 1983; Suliman, have been attempting and making an effort in order to find out how organizational context influences the behaviour and performance of employees in a work place. In view of the fact that the organizational context is exposed to permanent change, there is a strong need to bring up to date the recognizing and familiarity in this discipline on a regular basis. For instance, the factors and elements that were significant in affecting work outcomes and efficiency in 1960s and 1970s possibly will not be worth in the present days' various work teams and setting. Sorry to say, for the most part of Middle Eastern managers are attempting to manage their organizations depended on a variety of Western insights and concepts; which mostly derived in the 1960s and 1970s. For instance, it is still taken for granted that employees have intrinsic have an aversion to work, in order that they are supposed to be warned and obliged to perform. Additional, they tend to stay away from responsibility. These bring in Western insights and concepts of management look as if have played no more than an insignificant role in developing the performance of Middle Eastern organizations because they have been employed and used in package forms, more willingly than being become accustomed to the local climates and cultures. In this framework, Hofstede declared: *"If one thing has become clear, it is that the export of Western-mostly American management practices and theories to poor countries has contributed little to nothing their development. ... If nothing else, the general lack of success in economic development of other countries should be sufficient argument to doubt the validity of Western management theories in non-western environments . . . It has become painfully clear that*



*development cannot be pressure-cooked; it presumes a cultural infrastructure that takes time to grow. Local management is part of this infrastructure; it cannot be imported in package form. Assuming that with so-called modern management techniques and theories outsiders can develop a country has proven a deplorable arrogance. At best, one can hope for a dialogue between equals with the locals, in which the Western partner acts as the expert in Western technology and the local partner as the expert in local culture, habits, and feelings". (Hofstede, 19934: 86-87).*

In the present days, international market lays more stress and demands on Arab organizations in order to improve their performance so as to carry on and compete. In such worldwide competition, the blind appliance of Western concepts is no longer sufficient to keep on as a competitor in the global market. Arab organizations are supposed to try hard in order to be and keep on differentiated from other organizations in the market. Creating new and important ideas and employing them are predictable issues in work organizations. in view of the fact that creativity and innovation are not able to be driven in package forms, Arab organizations have to gain knowledge of how to create and innovate innovative ideas and concepts depend on their own cultural and business knowledge. As a result, creating an encouraging work climate that smoothes the progress of promotes and supports creativity and innovation is significant to the liveliness of organization.

## **2.7 Continuance commitment beneficial to organizations Commitment-performance relationship:**

In spite of the superfluity of studies of organizational commitment (OC), and its nature, predecessors, outcomes and relations, the issue stays wandering off the point and poorly-conceptualized. However, the concept's attractiveness for scholars has not reduced; quite the opposite, it is raising. This attractiveness possibly is because of the supposed influence of organizational commitment on employees and organizational performance.

Approximately from 40 years ago, in 1958 Lawrence's examine the need and necessity for

research in this field as soon as he declared: *“Ideally, we would want one sentiment to be dominant in all employees from top to bottom, namely a complete loyalty to the organizational purpose”* (Lawrence, 1958, cited in Randall, 1987, p. 208).

In the present days, the issue of organizational commitment is more significant than it was in the past four decades. DuBois and Associates (1997) have said that the degree of organizational commitment is the urging force for organization's performance. According to DuBois and Associates, *“... our research suggests that at least 80 per cent of an organization's employees at all levels must be committed to it, for it to succeed in its total quality, re-engineering or work reorganization efforts”* (Dubois and Associates, 1997, p. 1).

In view of the fact that Lawrence's investigate the four major approaches have come into view for conceptualizing and investigating organizational commitment, to be precise:

1) The Attitudinal Approach: it is the most well-known and prominent approach for conceptualizing organizational commitment. Attitudinal approach was started by Porter et al. (1974). In accordance with this approach, Porter et al., described organizational commitment as *“the relative strength of an individual's identification with and involvement in a particular organization”* (Porter et al., 1974, p. 27).

(2) The Behavioural Approach: it lies emphasis on the sight that employee deals, such as time, friendships, and pension, in the organization prevent him\ her to be faithful and devoted to his\her organization. Kanter described organizational commitment from this viewpoint as *“profit associated with continued participation and a ‘cost’ associated with leaving”* (Kanter, 1968, p. 504).

(3) The Normative Approach: in accordance with this approach, congruency among objectives of employee and values and organizational goals make the employee feel

committed to his\her organization. From this viewpoint, Wiener described organizational commitment as *“the totality of internalized normative pressures to act in a way which meets organizational goals and interests”* (Wiener, 1982, p. 421).

(4) The Multidimensional Approach: it is the most modern approach aims to conceptualizing organizational commitment. It takes for granted that organizational commitment couldn't be improved just throughout emotional connection, perceived costs or ethical responsibility, other than throughout the interaction of the entire three elements. A number of important studies have played a part to the delivery of this latest conceptualization.

In 1958, Kelman propose the fundamental rules underlying this approach in his study given the title of: *“Compliance, identification, and internalization: three processes of attitudinal change”*. In accordance with Kelman *“the underlying process in which an individual engages when he adopts induced behaviour may be different, even though the resulting overt behaviour may appear the same”* (Kelman, 1958, p. 53). Meyer and Allen (1984) took on Becker's (1960) side-bet theory to present the concept of persistence commitment in conjunction with the concept of emotional commitment that was controlling commitment studies. In 1985, Reichers suggested three diverse definitions of organizational commitment; depend on side-bets, attributions and individual/organizational objective congruence. Reichers claimed that researchers are supposed to pay no attention to the international vision of organizational commitment and concentrate on definite commitments to different units inside the organization. As well, in 1986, O'Reilly and Chatman called for thinking about organizational commitment as a multidimensional concept. They brought the three processes approach of Kelman's again to the front position by implementing it in their study as a foundation for conceptualizing organizational commitment. Allen and Meyer (1990) improved their collection of organizational commitment dimensions suggested in 1984 to

take account of normative commitment as a third dimension of organizational commitment. Allen and Meyer argued that *"the net sum of a person's commitment to the organization, therefore, reflects each of these separable psychological states [affective attachment, perceived costs and obligation]"* (Allen and Meyer, 1990, p. 4). Since that time, the multidimensional approach has been getting support continually. A lot of researchers, such as Allen and Meyer, 1996; Benkhoff, 1997; Brown, 1996; Jaros, 1997, proposed that it is able to put an end to the unsatisfactory and incompatible outcomes over and over again stated from organizational commitment research.

At the present time, there is unclear recognizing of the relationship between different aspects of organizational commitment, and their correlation to job performance. Iles et al. (1990) stated that diverse kinds of commitment have diverse relations to organizational behavior, and Iles et al has always showed that affective, continuance and normative commitments are distinct in both conceptual and empirical level. Iles et al. (1996) stated that working on organizational commitment has been disapproved of implementing an excessively one-dimensional form of commitment. On the one hand, there is a necessity to make a distinction and different among the different aspects or aims of commitment. Commitment is a further multifaceted build than it first seems to be (Iles et al., 1996, p. 19). They propose that not the entire kinds of commitment are related with high level of job performance. Particularly, continuance commitment is not likely to guide to high level of job performance. Additionally, continuance commitment is not likely to smooth the progress of personal flexibility and adaptableness, not like normative or affective commitment. For that reason, they propose that Human Resource Management practices may reduce continuance commitment at the same time as preserving or improving affective and normative commitment. As well, they claimed that their finding showed that health service managements on an executive development programme came into view with alike levels of affective and normative commitment but it appears that lower levels of continuance commitment measured up to levels previous to their contribution

might be helpful to the organization, in the sense of being a factor to a manager's sense of private flexibility.

It is important to understand the multidimensional nature of organizational commitment and its correlation to job performance. Since the 1960s, the correlation between these two concepts is one of the most common and widespread research fields in the management literature. Sorry to say, since that time researchers have not been capable of coming up with proof that commitment and performance are related extensively" (Benkhoff, 1997, p. 701). In 1997, Keller made use of a six-item scale taken from Porter et al.'s (1974) Organizational Commitment Questionnaire (OCQ) in order to evaluate organizational commitment and direct manager ratings to assess job performance with the intention of testing this relationship. The study outcomes exposed a poor correlation between the two concepts, the result was 6%. What is more, in 1997, Caruana et al. discovered important relationships between affective commitment and performance, the result was 18%. On the other hand, continuance and normative commitment exposed no effect on performance. As well, in 1989, Meyer et al.'s found in his study of a food service company that there is positive relations between affective commitment and district managers' evaluations of job performance, while continuance commitment demonstrated negative relations with these evaluations. In line with these results, Meyer et al. (1989) proposed that "*it is the nature of commitment that counts*" (Meyer et al., 1989, p. 152) in the commitment-performance correlation. Similarly, in 1994, Angle and Lawsan discovered positive relations between affective commitment and two performance aspects out of four aspects. However, Continuance commitment was not related to any of the performance aspects. Angle and Lawson appreciated the suggestion of Meyer et al.'s, however, derived from their results, they as well added "*the nature of performance counts as well*" (Angle and Lawson, 1994, p. 1539).

In Arab countries, it is believed that commitment is a significant and main issue for work

organizations, and that it promotes better superior-subordinate relations and enhances organizational climate improvement, expansion and continued existence" (Awamleh, 1996, p. 65). However, no more than a small number of studies, such as Aghila and Shaw, 1999; Abdulla and Shaw, 1999; Awamleh, 1996; Iles and Suliman, 1998; Suliman and Iles, 1999; Suliman, 1995, 1998, have made an attempt to investigate the nature of this organizational changeable and its relations with other organizational concepts. In fact, there is just one study has inspected the correlation between job performance and commitment in the Arabic environment. In 1987, Al-Qattan inspected the relation between commitment and performance in Saudi Arabia. The study sample consisted of 270 Asian, Arabian (non-Saudi), Saudi nationals and Western employees who were working in Saudi organizations and companies. The findings exposed a positive and important relation between commitment and performance. In addition, Arabian and Asian employees demonstrated better commitment than Western and Saudi employees did. What's more, in 1997, Yousef examined job performance, satisfaction, job security, and organizational commitment in the United Arab Emirates. Yousef noted that there is a positive relationship, even though not extremely well-built, between satisfaction with job security and organizational commitment, in addition to among satisfaction with job security and performance" (Yousef, 1997, p. 192). Sorry to say, the researcher did not examine the direct correlation among commitment and performance.

As a result, it is possible to conclude that the matter of commitment and its relations with other organizational concepts, in particular job performance, are still unfamiliar and uninvestigated in the Arabic environment.

In accordance with Forehand and Gilmer (1964), work climate is:

The group of features that illustrate one organization and that:

- (a) Differentiate the organization from other organizations;
- (b) Are relatively lasting during the time; and
- (c) Has an effect on the behavior of employees in the organization.

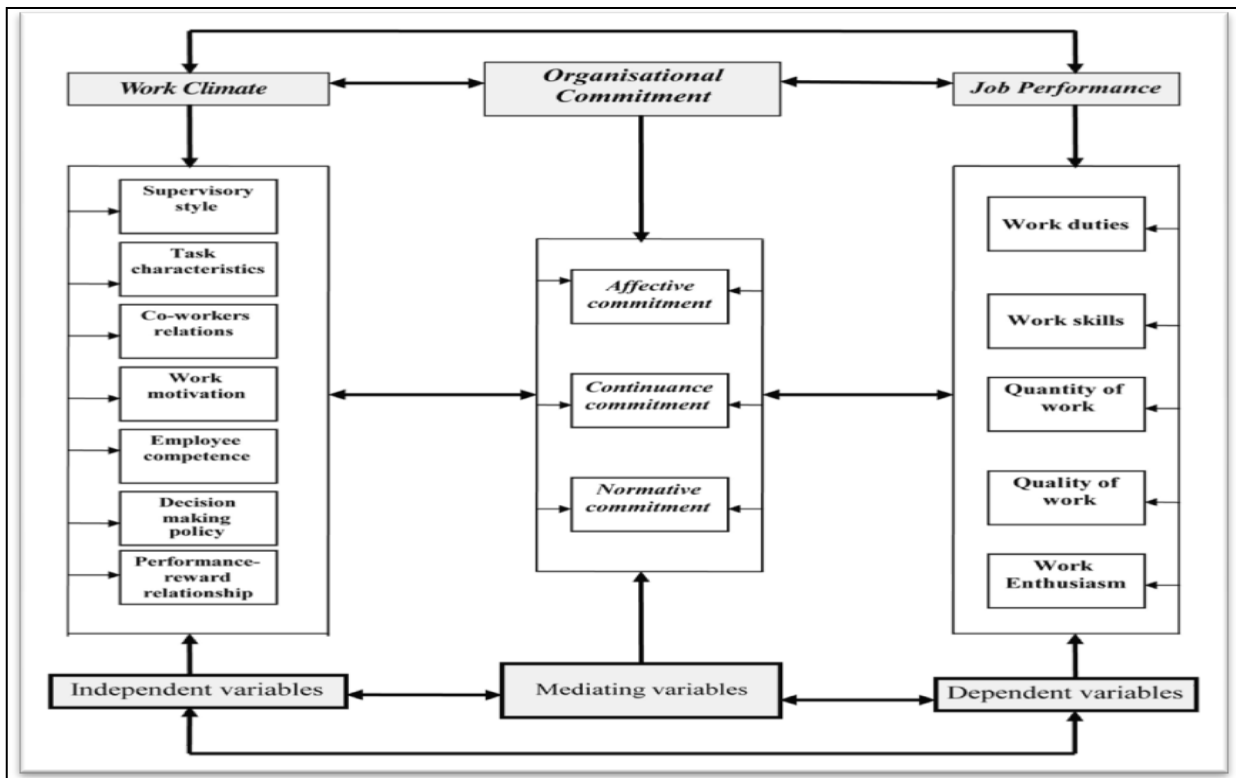


Figure 1: The relations between work climate organizational commitment and job performance

As Figure (1) shows work climate is characteristically investigated from structural, perceptual, interactive or cultural perceptions.

## **Chapter 3**

### **The Study Methodology**



## **Chapter 3: The Study Methodology**

### **3.1 Introduction**

For the purpose of completing this study, data was collected from employees working in ABU DHABI POLICE in Abu Dhabi, the capital of the United Arab Emirates. In support of this study, a sample of employees was used to complete questions of questionnaire by employing random sampling technique. This study will contribute positively in guiding principle to management in security companies and specially in ABU DHABI POLICE in order to improve the performance of employees throughout involvements intended to develop the organizational climate in such a method that encourage commitment and reliability.

This chapter is about providing a clarification of the research design, sample characteristics, the variables of the study, the hypotheses that will be examined, measurement instruments selected, methods of data collection, and the data analysis. As well, this chapter will conclude and summary the research questions.

However, this study intends to examine and explore the relationships, power and importance of the relationship between perceived organizational climate and job performance. The questions of the questionnaire are divided into three sections, general information, organizational justice, Manager-rated performance. In addition, this study aspires to investigate the potential impact of the reliability and organizational justice on the job performance. The two major methods that have been employed to accomplish these aims are Multiple Regression and Correlation Analyses.

The data processing was executed using the statistical software SPSS version 15 and Microsoft Excel. The data were gathered from ABU DHABI POLICE in Abu Dhabi - UAE throughout a self managed questionnaire.

### **3.2 Sample of Study**

For the purpose of completing this study, data was collected from employees of government Security Organization based in Abu Dhabi, capital of the United Arab Emirates in 2010. Designed for this study, a sample of government employees was chosen to complete questions of questionnaire by employing random sampling technique since it is expected that this study would contribute constructively to government management in the UAE to improve the performance of employees throughout involvements intended to develop the organizational climate in such a method that encourage commitment and reliability.

With the intention of selecting a sample for this study, the random sampling method was employed and the questionnaires of the study were given by a person has attached letter representing the purpose, confident informers of ambiguity and that the consequent results that will be precisely used for the study intentions. The questionnaire was accomplished in both Arabic and English languages to supply the participants with accurateness and practicality. The chosen sample size was 600. On the other hand, the study was depended on the answers of no more than 514 employees. The sample stands for full time employees from three managerial levels specifically; top, middle and lower. The sample has diverse features that to be recognized in the coming part.

Instantaneously after coded the collected data, they were processed by means of the computer package SPSS (Statistical Package for Social Science), with the intention of arranging the data in a table- form organized for explanatory an illustrative analysis.

### **3.3 Description of the study sample**

#### **a) Demographic Characteristics:**

The total sample size of 514 employees from three managerial levels (top, middle and bottom) was 403 (78.4%) males and 111 (21.6%) females. A total number of 352 (68.5 %) of the sample

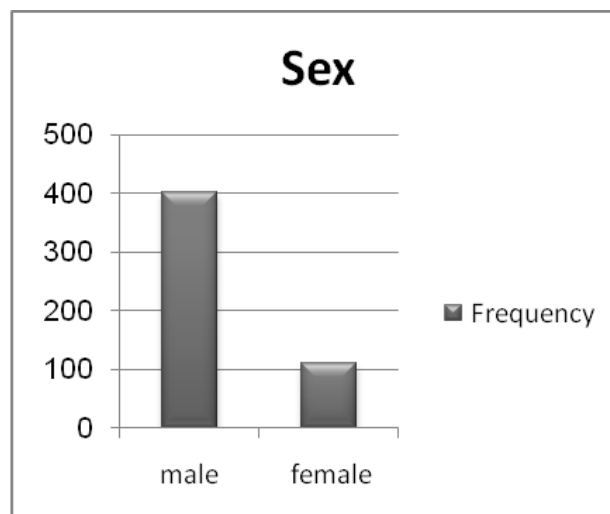
was UAE nationals, while the rest 160 (31.1%) was Non- UAE nationals. The sample comprises 381 (82.2 %) married and 132 (25.7%) unmarried. The sample includes 165 (33%) participants form UAE nationality while the rest 335 (67%) are from other nationalities.

**Table 1** shows the gender status for the 514 participants in the sample. The distribution of the participants' gender shows a normal distribution with a majority 403 (78.4%0) males and 111 (21.6%) females.

**Table 1: Gender Status of the sample**

Sex					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	403	78.4	78.4	78.4
	female	111	21.6	21.6	100
	Total	514	100	100	

**Figure 2: Gender Status of the sample**

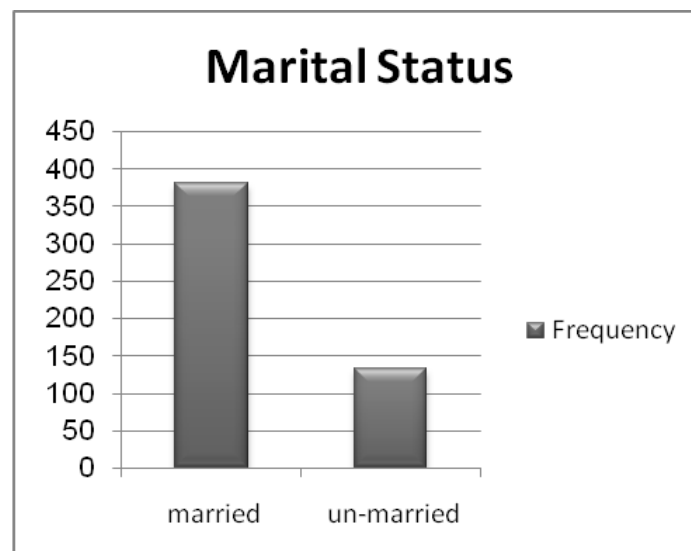


**Table 2** shows marital status for the 514 participants in the sample. The distribution of the participants' marital status shows a normal distribution with a majority 381 (82.2 %) married and 132 (25.7%) unmarried.

**Table 2: Marital Status of the sample**

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	381	74.1	74.3	74.3
	un-married	132	25.7	25.7	100
	Total	513	99.8	100	
Missing	System	1	0.2		
	Total	514	100		

**Figure 2: Marital Status of the sample**

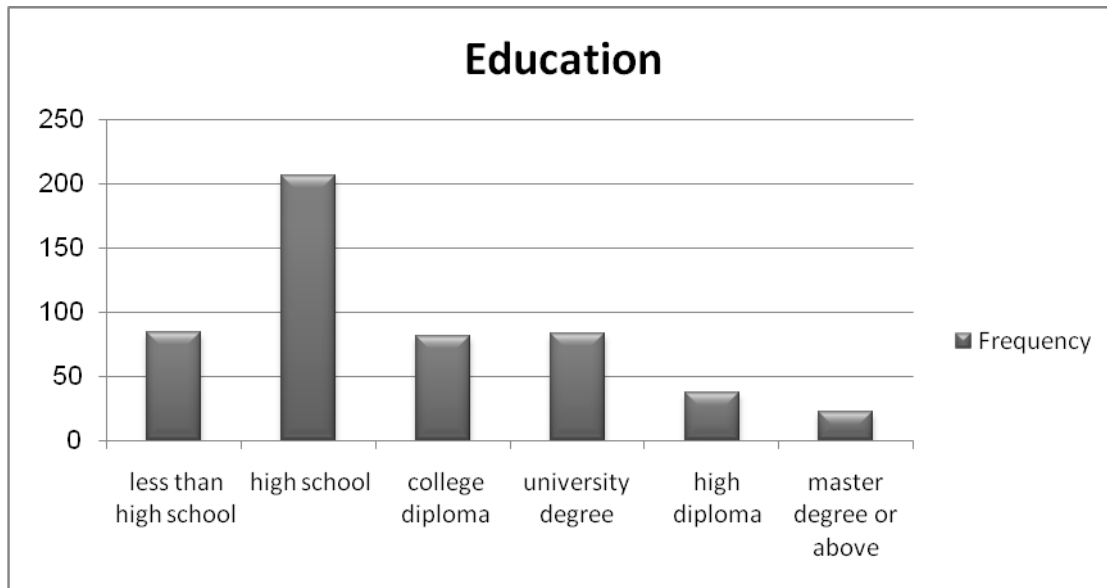


**Table 3** shows education status for the 514 participants in the sample. The distribution of the participants' education status shows a normal distribution with a majority 206 (40.1%) having High school degree followed by less than high school holders 84 (16.3%).

**Table 3: Education Status of the sample**

<b>Education</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>less than high school</b>	<b>84</b>	<b>16.3</b>	<b>16.4</b>	<b>16.4</b>
	<b>high school</b>	<b>206</b>	<b>40.1</b>	<b>40.2</b>	<b>56.5</b>
	<b>college diploma</b>	<b>81</b>	<b>15.8</b>	<b>15.8</b>	<b>72.3</b>
	<b>university degree</b>	<b>83</b>	<b>16.1</b>	<b>16.2</b>	<b>88.5</b>
	<b>high diploma</b>	<b>37</b>	<b>7.2</b>	<b>7.2</b>	<b>95.7</b>
	<b>master degree or above</b>	<b>22</b>	<b>4.3</b>	<b>4.3</b>	<b>100</b>
	<b>Total</b>	<b>513</b>	<b>99.8</b>	<b>100</b>	
<b>Missing</b>	<b>System</b>	<b>1</b>	<b>0.2</b>		
	<b>Total</b>	<b>514</b>	<b>100</b>		

**Figure 3: Education Status of the sample**

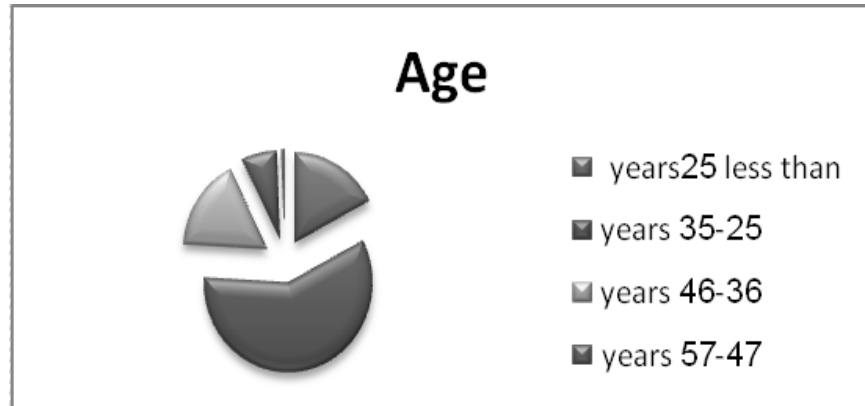


**Table 4** shows age status for the 514 participants in the sample. The distribution of the participants' age status shows that the majority of the employees in the sample are in the age of 25 – 35 years who represent 301(56.6%) of the total respondents.

**Table 4: Age Status of the sample**

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 25 years	89	17.3	17.3	17.3
	25-35 years	301	58.6	58.6	75.9
	36-46 years	87	16.9	16.9	92.8
	47-57 years	34	6.6	6.6	99.4
	58 years or above	3	0.6	0.6	100
	Total	514	100	100	

**Figure 4: Age Status of the sample**

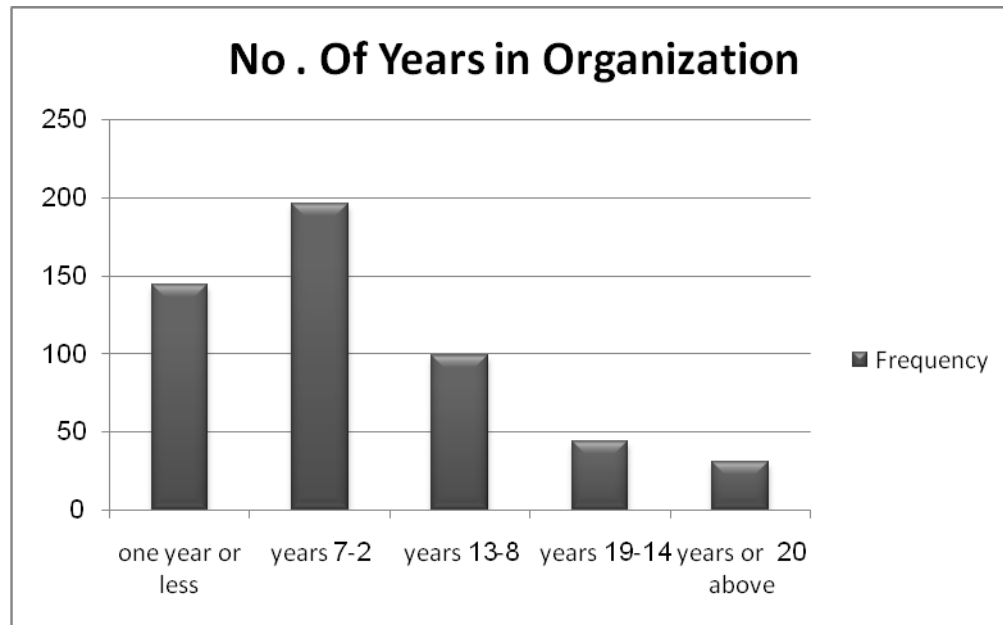


**Table 5** shows the distributions of years worked in the organization and in the current position for the 514 participants in the sample. The majority of the respondents (38.1%) are working in the current organization for 2 – 7 years while 6% are working for more than 20 years.

**Table 5: Distribution of the years of the experience of the sample**

No. Of Years in Organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	one year or less	144	28	28	28
	2-7 years	196	38.1	38.1	66.1
	8-13 years	99	19.3	19.3	85.4
	14-19 years	44	8.6	8.6	94
	20 years or above	31	6	6	100
	Total	514	100	100	

**Figure 5: Distribution of the years of the experience of the sample**



**Table 6** shows the distribution of career status for the 514 participants in the sample. The distribution of the participants' job status shows that the majority 290 (56.4%) are middle level followed by lower level 140 (27.2%).

**Table 6: Distribution of Job Status of the sample**

Job Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	first level	84	15.3	16.3	16.3
	Middle level	290	56.4	56.4	72.8
	Lower level	140	27.2	27.2	100
	Total	514	100	100	



**Figure 6: Distribution of Job Status of the sample**

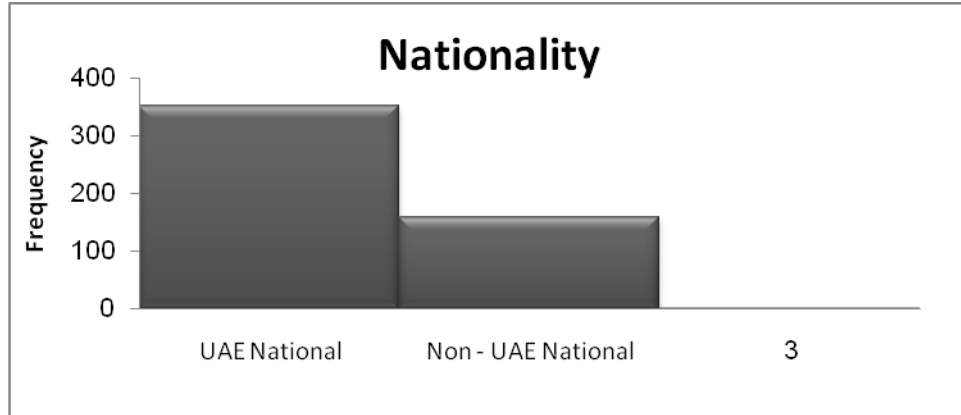


**Table 7** shows the distribution of nationality for the 514 participants in the sample. The distribution of the participants' nationality shows that the majority 352 (68.5%) are UAE National followed by Non - UAE National 160 (31.1%).

**Table 7: Nationality distribution of the sample**

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UAE National	352	68.5	68.5	68.5
	Non - UAE National	160	31.1	31.1	99
	3	2	0.4	0.4	100
	Total	514	100	100	

**Figure 7: Nationality distribution of the sample**



### **3.4 The study model and variables**

The study includes two main variables specifically, organizational climate and Job performance. Each of the two variables has several factors. For example, the factors of work climate are Perform-reward, satisfaction appraisal, performance feedback and superior subordinate. The job performance has several factors also; they are: understanding working duties, work skills, work enthusiasm, innovation, work climate and work performance.

### **3.5 Study Variables**

The study model as presented above supposes the following:

- The Job performance, organizational climate are correlated.
- The variable organizational climate has an important impact on the job performance as a dependent variable.

### **3.6 Research Limitations**

Abovementioned researches have examined organizational performance with some limitations. One of the most obvious problems in the current research is that it failed to get to a union on the definition of the terms used in this field. The terms climate, justice, commitment, reliability are employed interchangeably in lots of studies. The purpose of the study is not to overthrow the results, but limitations should be underlined.

### **3.7 Measurements**

The study tool is a questionnaire that comprises 34 items which evaluate the main variables contained in the study. The questionnaire used a five-point scale in Likert design in which the utmost scale is 5 that stand for “strongly agrees” and the lowest is 1 that stands for “strongly disagree”. The generally reliability test designed for the entire 34 items yields a reliability coefficient of 0.9755.

As it is resulted, all reliabilities over 0.95 are satisfactory, this value is considerably high and reveals the constancy between the items comprised in the investigation. This part of the analysis make an attempt to filter out the variables’ measurement and to comprise just those how supplies a superior probable reliability coefficients. The reliability test alongside with other statistics was analyzed for every variable. The following tables show the results of the reliability tests besides other statistics.

**Table 8: Mean, Standard Deviation and Reliability Coefficient of the work climate scale**

No	Work climate	Mean	STd Dev.	Min.	Max.	Alpha if item deleted
1	given my education and/or training background, I feel satisfied with my organizational rewards	2.44	1.183	1	5	0.966
2	considering my work responsibilities, I think that I am fairly rewarded	2.67	1.156	1	5	0.964
3	I feel satisfied with my organizational rewards when I consider the amount of effort that I have put in	2.76	1.214	1	5	0.966
4	in general, I feel that this organization is fair in distributing rewards, praise, and promotions among its employees	2.77	1.182	1	5	0.965
5	my last performance appraisal was fair	2.48	1.259	1	5	0.963

## Perceived Work climate and Performance in security Organizations

6	my performance has been accurately evaluated	2.56	1.251	1	5	0.962
7	my supervisor was justified in his/her last rating of my performance	2.51	1.258	1	5	0.962
8	I feel that my last performance rating was free from bias	2.67	1.197	1	5	0.964
9	my supervisor gives me guidance about how to improve my performance	2.53	1.194	1	5	0.962
10	my supervisor sits down and discusses with me the results of my performance evaluation	2.58	1.212	1	5	0,963
11	my supervisor reviews with me the progress toward the goals set in previous appraisal meetings	2.56	1.175	1	5	0.962
12	I have an opportunity to express my feelings when my performance is	2.54	1.202	1	5	0.962

	evaluated					
13	my supervisor is competent enough to evaluate my job	2.48	1.210	1	5	0.962
14	my supervisor is familiar with the details and responsibilities that my job entails	2.46	1.231	1	5	0.963
15	I have confidence and trust in my supervisor's general fairness	2.41	1.212	1	5	0.962
16	I trust my supervisor to accurately report my performance to his/her supervisor	2.47	1.221	1	5	0.962

#### Reliability Statistics

Cronbach's Alpha	N of Items
.965	16

The overall Chronbach's alpha for work climate is 0.965 which is adequately high and does not necessitate further improvements.

**Table 9: Mean, Standard Deviation and Reliability Coefficient of the Performance Scale**

N O	Job Performance	Mean	STd Dev.	Min	Max.	
1	I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used	2.26	1.402	1	5	.985
2	I understand my work goals and requirements	2.27	1.447	1	5	.985
3	I understand my job responsibilities	2.25	1.475	1	5	.985
4	I have sufficient client know-how to carry out my work proficiently	2.31	1.467	1	5	.985
5	I understand the steps, procedures, and methods required to carry out the job	2.24	1.448	1	5	.985
6	I am familiar with the skills required on the job to perform	2.27	1.422	1	5	.985

	effectively					
7	I have a desire to carry out my job	2.22	1.448	1	5	.985
8	I co-operate with my supervisor(s) and peers for the benefit of the work	2.21	1.452	1	5	.985
9	I can concentrate on and give my best to the job	2.21	1.423	1	5	.985
10	My work outcomes are free from errors and accurate	2.49	1.203	1	5	.986
11	I am able to complete quality work on time	2.34	1.334	1	5	.985
12	My work speed is satisfactory	2.30	1.349	1	5	.985
13	I am able to complete quantity of work on time	2.29	1.365	1	5	.985
14	I stick to established rules and procedures when doing my job	2.25	1.457	1	5	.985
15	I search for fresh new ways of resolving problems in my work	2.24	1.366	1	5	.985
16	I come up with and try new	2.36	1.299	1	5	.985



	ideas in my work					
17	I try to question old ways of doing things in my work	2.50	1.306	1	5	.987
18	I stick to old established habits when doing my job	2.69	1.316	1	5	.987

The overall Chronbach's alpha for Performance Scale is 0.986 which is adequately high and does not necessitate further improvements.

### Reliability Statistics

Chronbach's Alpha	N of Items
.986	18

The overall alpha is 0.986 can be improved to 0.91 after excluding the last item in the above list. However, the 0.90 reveals a high interior reliability in the data.

For that reason, the analysis will be depended on the entire 18 items that stands for the measures for the job performance variable.

Depending on the reliability tests, the analysis will based on 34 items and the overall reliability coefficient value is 0.9755.

### 3.8 Study Hypotheses

The major purpose of this current study is to investigate the relationship between organizational climate and job performance. With the purpose of achieve this goal, diverse hypotheses have been improved. These hypotheses are supposed to lend a hand in recognizing the existence, trend and power of the relationship between these two main variables.

The following is a list of the entire study hypotheses:

- **H1:** There is a relationship between work climate and job performance
  - **H1a:** There is a relationship between work climate and job performance
  - **H1b:** There is no relationship between work climate and job performance
- **H2:** Work climate and its factors affect employees' job performance
  - **H2a:** Work climate and its factors affect employees job performance
  - **H2b:** Work climate and its levels do not affect employees job performance.
- **H3:** Work climate and its factors affect work skills
  - **H3a:** Work climate and its factors affect work skills
  - **H3b:** Work climate and its factors do not affect work skills

### 3.9 Statistical analysis

With the intention of test the previous hypotheses that have been mentioned above, the simple linear correlation is employed. The simple linear correlation is employed in order to recognize the force and the trend of the two variables, work climate and work performance.

Indeed, the P- Value with a reduction of 5% points out an important linear relationship between the two previous mentioned variables.

### 3.10 Data Collection methods

In 2010, the data for this study was collected using a random-sampled group of a total of 600 full-time governmental employees. A self-managed questionnaire, depended on closed-end questions, to be exact, similar to rating scales, was distributed in 2010 in Abu Dhabi. The questionnaire is a dominant tool to produce practical data that will lend a hand to evaluate the study hypotheses. Questionnaires were distributed between samples of employees in governmental security organization, ABU DHABI POLICE. There was a letter fixed to every

questionnaire representing the objective, confident informers of ambiguity and that the consequent results that will be precisely used for the study intentions.

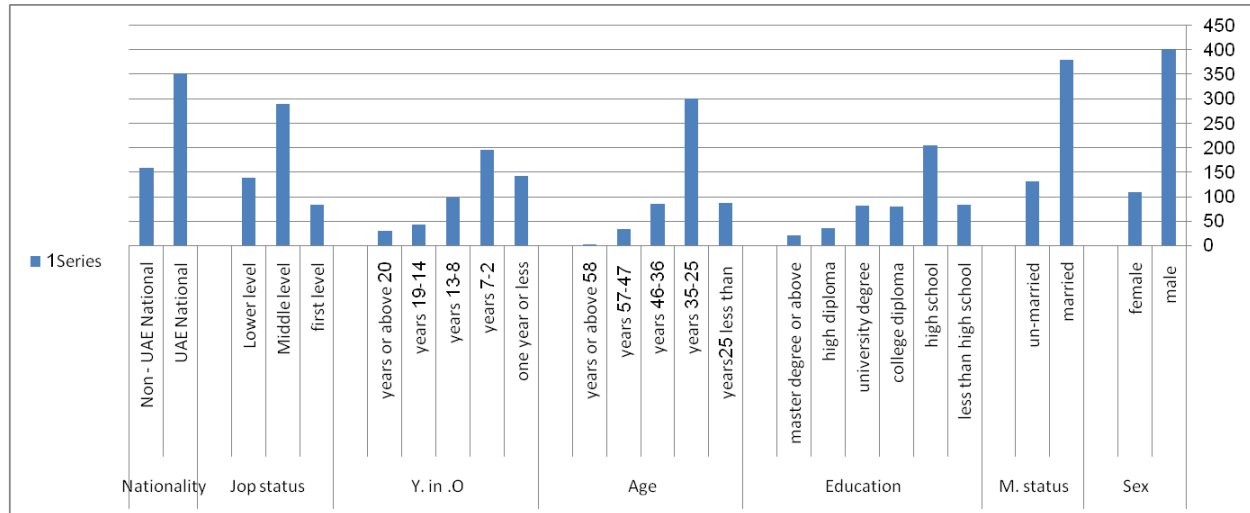
The questionnaire was accomplished in both Arabic and English languages to supply the participants with accurateness and practicality. The chosen sample size was 600. On the other hand, the study was depended on the answers of no more than 514 employees. The sample stands for full time employees from three managerial levels specifically; top, middle and lower. The sample has diverse features that to be recognized in the coming part. Instantaneously after coded the collected data, they were processed by means of the computer package SPSS (Statistical Package for Social Science); with the intention of arranging the data in a table- form organized for explanatory an illustrative analysis.

### **3.11 The Pilot Study**

A pilot study has been carried out in an earlier phase of the study with the intention of recognize the validity, reliability and the acceptance of achieving the research tool of the study “ the questionnaire”. In 2010, the data for the pilot study was gathered from a random sample of 600 full-time employees from security government organization based in Abu Dhabi, ABU DHABI POLICE. The tool of the pilot study is a questionnaire with several items that concentrate mainly on the organizational climate and job performance variables in addition to six demographic variables (check the beginning of the questionnaire form). The questionnaire handed by a person has attached letter representing the purpose, confident informers of ambiguity and that the consequent results that will be precisely used for the study intentions. The questionnaire was accomplished in both Arabic and English languages to supply the participants with accurateness and practicality.

**Figure 8: Demographic characteristics of the pilot sample:**

Figure 8 gives you an idea about the demographic characteristics of the sample.



The total sample size of 514 employees from three managerial levels (top, middle and bottom) was 403 (78.4%) males and 111 (21.6%) females. A total number of 352 (68.5 %) of the sample was UAE nationals, while the rest 160 (31.1%) was Non- UAE nationals. The sample comprises 381 (82.2 %) married and 132 (25.7%) unmarried. The sample includes 165 (33%) participants from UAE nationality while the rest 335 (67%) are from other nationalities. Also, the distribution of the participants' age status shows that the majority of the employees in the sample are in the age of 25 – 35 years who represent 301(56.6%) of the total respondents and the distribution of the participants' job status shows that the majority 290 (56.4%) are middle level followed by lower level 140 (27.2%).

The reliability test proves that the overall Chronbach's Alpha value is high and reveals that there is a logical reliability between the entire items which make the tool suitable, satisfactory, trust worthy and reliable.

## **Chapter 4**

### **Data Analysis and Results**

## Chapter 4: Data Analysis and Results

### 4.1 Correlation:

This part of the study presents a complete analysis to the results of correlation. **Table 10** shows the correlation matrix for all variables included in the study.

**Table 10: correlation coefficient between all variables**

Variable	1	2	3	4	5	6	7	8	9	10	11
Performance – reward relationship	1										
Satisfaction appraisal	.694**										
Performance feedback	.663**	.813**									
Superior subordinate	.637**	.823**	.886**								
Understanding Work	.132**	.222**	.229**	.243**							
Work skills	.147**	.236**	.247**	.275**	.945**						
Work enthusiasm	.665**	.954**	.798**	.800**	.221**	.229**					
Job performance	.136**	.200**	.227**	.230**	.906**	.916**	.207**				
innovation	.187**	.261**	.278**	.300**	.895**	.898**	.263**	.913**			
Work climate	.819**	.925**	.928**	.934**	.228**	.251**	.892**	.218**	.283**		
Work performance	.154**	.234**	.254**	.268**	.963**	.968**	.236**	.969**	.962**	.251**	1

P<0.05 – two tail tests

## 4.2 Regression:

In parallel with correlation, regression tests are performed on the hypothesis and results are given below in tables 11, 12 and 13.

**Table 11: H1 There is relationship between work climate factors and work performance**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271 <sup>a</sup>	.073	.066	21.72933

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18941.422	4	4735.355	10.029	.000 <sup>a</sup>
	Residual	238914.962	506	472.164		
	Total	257856.384	510			

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

b. Dependent Variable: work performance

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.970	2.831		10.234	.000
	PERFREWARD	-.295	.343	-.052	-.859	.391
	Satisfaction appraisal	.250	.427	.049	.587	.558
	Performance feedback	.545	.671	.080	.811	.418
	superior subordinate	.936	.494	.188	1.893	.059

a. Dependent Variable: work performance

**Table 12: H2 Work Climate and its factors affect employees job performance**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 <sup>a</sup>	.055	.048	5.94846

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1048.922	4	262.231	7.411	.000 <sup>a</sup>
	Residual	17939.797	507	35.384		
	Total	18988.719	511			

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

b. Dependent Variable: job performance

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.589	.775		11.087	.000
	PERFREWARD	-.062	.094	-.041	-.660	.510
	Satisfaction appraisal	.032	.117	.023	.271	.787
	Performance feedback	.219	.184	.119	1.194	.233
	Superior subordinate	.175	.135	.130	1.292	.197

a. Dependent Variable: job performance



**Table13: H3 Work climate and its factors affect work skills**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.278 <sup>a</sup>	.077	.070	4.04657

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	697.215	4	174.304	10.645	.000 <sup>a</sup>
	Residual	8318.356	508	16.375		
	Total	9015.571	512			

a. Predictors: (Constant), superior subordinate, PERFREWARD, Satisfaction appraisal, performance feedback

b. Dependent Variable: work skills

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.533	.527		8.608	.000
	PERFREWARD	-.069	.064	-.066	-1.081	.280
	Satisfaction appraisal	.055	.079	.058	.694	.488
	Performance feedback	.026	.125	.020	.207	.836
	superior subordinate	.232	.092	.250	2.523	.012

a. Dependent Variable: work skills

## **4.2 Analysis of results:**

### **4.2.1 General:**

The correlation matrix introduced in table 10 demonstrates positive important relationships between the entire variables comprised in the study and the correlations coefficient are varied from 0.132 to 0.963.

The correlation coefficient between work climate and job performance is 0. 0.218. This value points out an important but not very strong relationship between the two previous mentioned variables. Job performance is extensively related with work performance where its coefficient is 0.962 and its coefficient with work climate is 0.218. Work climate is extensively related with work enthusiasm where its coefficient is 0.892 and its coefficient with innovation is 0.283.

The correlation coefficient between perform-reward and work enthusiasm is strong as it is 0.665 and the correlation coefficient between perform-reward and job performance is 0.136, also the correlation coefficient between perform-reward and innovation is 0.187. Perform-reward is related to work climate where its coefficient is 0.819 and related to work performance as its coefficient is 0.154.

The correlation coefficient between satisfaction appraisal and work enthusiasm is strong as it is 0.954 and the correlation coefficient with job performance is 0.200, also the correlation coefficient with innovation is 0.261. Satisfaction appraisal is related to work climate where its coefficient is 0.925 and related to work performance as its coefficient is 0.234.

Performance feedback is extensively related with work enthusiasm where its coefficient is 0.798 and its coefficient with job performance is 0.227 and 0.278 with innovation. Performance feedback is related to work climate where its coefficient is 0.928 and related to work performance as its coefficient is 0.254.

The correlation coefficient between superior subordinate and work enthusiasm is strong as it is 0.800 and the correlation coefficient with job performance is 0.230; also the correlation coefficient with innovation is 0.300. Superior subordinate is related to work climate where its coefficient is 0.934 and related to work performance as its coefficient is 0.268.

The correlation coefficient between understanding work and work enthusiasm is important but not strong as it is 0.221 and the correlation coefficient with job performance is strong since it estimated as 0.906; also the correlation coefficient with innovation is strong since it estimated as 0.859. Understanding work is related to work climate where its coefficient is 0.228 and related to work performance as its coefficient is 0.963.

Work skills are related with work enthusiasm where its coefficient is 0.229 and its coefficient with job performance is 0.916 and 0.898 with innovation. Work skills are related to work climate where its coefficient is 0.251 and related to work performance as its coefficient is 0.968.

Work enthusiasm is related with job performance where its coefficient is 0.207 and its coefficient with innovation is 0.263. Work enthusiasm is related to work climate where its coefficient is 0.892 and related to work performance as its coefficient is 0.236.

Job performance is related with work enthusiasm where its coefficient is 0.207 and its coefficient with innovation is 0.913. Job performance is related to work climate where its coefficient is 0.218 and related to work performance as its coefficient is 0.969.

The correlation coefficient between innovation and work enthusiasm is strong as it is 0.892 and the correlation coefficient with job performance is 0.218. Innovation is related to work climate where its coefficient is 0.283 and related to work performance as its coefficient is 0.962.

The correlation coefficient between work performance and work enthusiasm is 0.3236 and the correlation coefficient with job performance is 0.969 and 0.962 with innovation. Work performance is related to work climate where its coefficient is 0.251.

**4.2.2 Hypotheses wise:** As per correlation findings data supports **H1** that stated there is relationship between work climate and job performance. Similarly first hypothesis (H1) Work climate was regressed against work performance and the results are shown in above Table -11. The F test shows a significant model (P value <0.001) and coefficient of determination- R<sup>2</sup> is .066. This finding indicates that there is significant influence of work climate on work performance. Four factors of work climate were regressed against work performance. The F test showed a significant regression model (p value< 0.001) for the first factor.

Correlation results show that both **H2a** and **H2a** are supported which means that work climate and its factors do affect employees' job performance and also the factors of Job performance extensively affect employees' job performance. Similarly second hypothesis (H2) Work climate was regressed against employees' job performance and the result is shown in above Table -12. The F test shows a significant model (P value <0.001) and coefficient of determination- R<sup>2</sup> is .048. This finding indicates that there is significant influence of work climate work performance. Four factors of work climate were regressed against work performance. The F test showed a significant regression model (p value< 0.001) for the first factor.

There is correlation between the variables of hypothesis **H3** (0.251) which indicate a relationship between them though not very strong. Whereas when third hypothesis (H3) Work climate was regressed against work skills and the result is shown in above Table -13. The F test shows a significant model (P value <0.001) and coefficient of determination- R<sup>2</sup> is .070. This finding indicates that there is significant influence of work climate on work skills. Four factors of work

climate were regressed against employees' job performance. The F test showed a significant regression model ( $p \text{ value} < 0.001$ ) for the first factor.

#### **4.2.3 Summary:**

In brief, all the conducted studies have proved that there is a positive relationship between the workplace climate in the company of its various elements, motivation, commitment and job performance. Also, my study proved and showed obviously that there is a strong relationship between the perceived work climate in an organization and the job performance of employees. The factors of work climate: perform-reward, satisfaction appraisal, performance feedback and superior subordinate are related strongly to the factors of job performance: understanding working duties, work skills, work enthusiasm, innovation, work climate and work performance. All the results show that there is a strong relationship and connection between these two factors and their element as well.

In brief, the correlation matrix shows a positive significant relationship between work climate and job performance. Also, all the relationships between the entire factors of both work climate and job performance are positive to different extent.

These previous findings of data analysis show that H1 is supported in addition to both H2 and H3 which means that work climate and its factors do affect work performance, employees' job performance, and also work skills.

Similar results are achieved by running the regression tests among different variables (Independent and dependents) as per hypotheses. A brief discussion with three related tables has been given in above section 4.2.1 and a detailed data is included in Appendix3.

## **Chapter 5**

### **The Study Conclusions and Recommendations**

## **Chapter 5: The Study Conclusions and Recommendations**

### **5.1 Conclusions**

Through literature review it has been witnessed that a lot of studies and research has been conducted to explore the importance of work climate and its potential role in determining employees' commitment and performance. Most of all studies dealt with particular concepts such as workplace climate, motivation, commitment and engagement, performance but there is no study found that draws attention to the connection between all of these concepts. As well, most of all the conducted studies were related to western organizational contexts which are different from Arabic contexts.

Organizational commitment is claimed to be more complex nowadays and it plays important role in improving or decreasing the job performance of employees (Iles, Forster, Tinline, 1996). Also, researchers found that commitment is very significant since it is fundamentally resulted from well-organized workplace climate so as to improve the employees' performance and enlarge the organizational outcomes (Suleiman, 2001). Cheng and Kalleberg (1996) concluded that the most excellent performance produced because of the organizational commitment. In fact, organizational commitment is the attachment and connection of employee to the organization psychologically. However, some studies show that there is a relationship between commitment and organizational work climate that gives birth to a positive relationship between commitment and job performance.

The consequences of organizational structure and its perceived work environment on the behaviour and performance of employees has been central issue of many discussions and analyses. A.K. Srivastava explored that the issue of enhancing the production and performance in industrial field by creating work climate environment is more satisfying. He advocated the

importance of fundamental adjusts and changes in the workplace climate. (A.K. Srivastava, 2008)

Scholars such as, Barnaby, 1980; Fine & Kabrick, 1978; Finkleman & Glass, 1970; Leithead & Lind, 1964; McCormic & Sanders, 1982, found that the physical work climate and organizational climate obviously affect the, performance, job satisfaction and health of employees.

Furthermore, Anantharaman & Subha, 1980; Benjamin, 1975; Dugdill, 2000; Jean & Randall, 1975; Lenuart, 1978; Mehta, 1977; Mishra, 1986; Muchinsky, 1977; Schneider & Syder, 1975; Tetric & Larocoo, 1987 and Tumuly, Jernigan & Kohut, 1994, found that psycho-social environment of organization is obviously influenced by the employees' job satisfaction, health, job involvement, motivation, and job performance. Similarly Katz & Kahn, 1978; Likert, 1967; McGregor 1960 found that the employees' perceptions of the work climate apparently influenced the satisfaction and performance of people which repeatedly was expected to affect the production of an organization.

Taking into consideration the literature review and this research's findings, various conclusions and recommendations can be represented as follows. The conclusions support and confirm the hypothetical and practical results relating to perceived climate at workplace. The study offers a group of opportunities for extra research on workplace climate and job performance at security organizations with concentrate on the responsibilities of both managers and employees in promoting such concept and its corresponding hypotheses and sources.

In the present day's quickly changing work life, work climate is growing to be progressively more significant to employees. Work climate includes several factors which are perform-reward, satisfaction appraisal, performance feedback and superior subordinate. All these factors are



related to job performance and influence it. Some researches demonstrate that perceived climate is related with employee's feelings and behaviors in social interfaces.

This paper builds up a model between organizational climate and job performance. The most important of this explanation is how employees react to organizational climate that will affect job performance. This paper inspects the literature on organizational climate and suggests a model to decide how employees will respond to organizational climate in becoming committed and performing to their organizations.

This research examines the employees' and supervisors' conceptualizations of organizational climate, and job performance of employees. On the other hand, this study in addition inspected variations and similarities in contributors' sights of management policy rely on the levels of commitment and satisfaction. Self-managed questionnaires with different questions were utilized in order to gather data. The analysis of answers showed several result such as employees and managers were very parallel in their conceptualizations of work climate and job performance in addition to satisfaction that was conceptualized as a multi-dimensional concepts with recognition with the organization's climate and its affect on job performance.

As talked about in advance, the main objective of this study was to investigate the possible relationship between work climate and job performance. In general, lots of studies making an attempt to reveal such relationship. The present study adds to the literature by practically representing that the work climate can expect both well-built organizational commitment and additional job performance.

As a result, promoting and improving work climate could be an effectual plan to reinforce the positive approaches and behaviors among employees like organizational commitment and ultimately enhance performance and production. For that reason, creating good conditions of

work climate will definitely helps making the employees further committed to the organization and consequently extensively enhance the growth and productivity of the organizations.

It is hypothesized that organizational climate influences the job satisfaction and organizational commitment of employees and as a result affect the job performance. For example, the factors of work climate such as perform-reward, satisfaction appraisal, performance feedback and superior subordinate are all related to job performance and influence it. If the employees are satisfied with the organizational climate of the organization, then they will be motivated and committed extensively to their organization and as a result produce and perform more.

For the first time, this paper introduces a practical analysis of sustainable management and performance in a governmental organization. Practical analysis of a government organization in Abu Dhabi-UAE proposes that sustainable management is interconnected to sustainability performance. These conclusions bring to our attention questions related to the character of sustainable management in government organizations and the measurement norms of job performance.

### **5.2 Recommendations of the Study**

Taking into consideration the abovementioned findings, in organization with the situation of the business setting and literature body talked about in the beginning, recommendations can be represented as follows:

Throughout developing organizations in the United Arab Emirates, an innovative type of relationship engaged in shared trust and as a result of that, respect is rising between employers and employees. This new relationship is improved due to practical anticipations on mutual sides. It is a method that reveals the recent reality for business and society in an international market, as it makes an attempt to support and line up the interests and advantages of the organization with

its employees` interests in order to contribute to both the dangers and rewards of performing business.

As a general rule, government organizations depend on smaller quantity of employees to take on and carry most of the work which causes the developing relationship between organizations and the employee is transforming from paternalism to corporation. However, public organizations usually depend on their employees in order to forcefully track innovative ideas, products, and services. With the intention of establish flourishing organizational commitment, employees are supposed be treated equally, improved well, and to have encouraged and well built work climate. In response, employees commit to the organization and doing their best to contribute in business expansion, idea improvement, increasing job performance.

To keep the employee-employer relationship steady is not an issue of inserting additional items to one side or eradicating various from another side. Progressively more, it is an issue of finding out items that are valuable for both the employee and the employer. High job performance of employees to their organizations has been related to other organizational outcomes such as commitment, participation, production, satisfaction, and turnover. Employees with high job performance are committed, less absent, less delayed, more creative, and more engaged in their organizations. All these outcomes could be strongly affected by work climate. The issue of organizational climate becomes very fundamental in the competitiveness of organizations in a nowadays market where lots of members are competing to preserve their situation in the marketplace.

High performing employees have a very important role in their organizations for their rivaling in the quickly developing world. As a result, managers of organizations should arrange for programs aiming to develop the leadership abilities and qualifications of supervisors,

consequently employee's commitment and satisfaction could be enhanced and job performance increased.

Combination and integrating of the values of both supervisors and organizations has a significant role in improving performance for the reason that it was related to performance. The attempts to integrate the values of supervisors and organizations throughout providing well built work climate, socialization, and team building are extremely significant.

**A group of Summarized recommendations are as the following:**

1. High performer and committed employees play an important role in their organizations on behalf of competing and in the fast changing world. As a result, managers are supposed to arrange for training programmers with the intention of improving the leadership abilities and skills of managers and consequently the employee's commitment and performance can be improved.
2. Combination and integrating of the values of both supervisors and organizations has a significant role in improving performance for the reason that it was related to performance. The attempts to integrate the values of supervisors and organizations throughout providing well built work climate, socialization, and team building are extremely significant.
3. As mentioned earlier in this study, there is a strong positive and important relationship between work climate, commitment and performance. This means that the commitment of employees to managers become an important indicator to performance in organizations. As a result, with the intention of enhance performance in organizations; creating employee commitment to managers is more important than to commitment to organizations. Consequently, managers are supposed to concentrate their strategies to increase the employee commitment. There are many activities that aim to develop the commitment of employees that are developing

shared products and goals, and motivating each employee to be highly committed to communally common values. As well, a well built organizational climate helps extensively in enhancing the job performance and commitment of employees. As soon as employees are satisfied about the work climate of their organization, they will perform more.

4. The high quality of supervisor- subordinate relationship is able to guarantee high group performance and enhanced employees' satisfaction. In 1995, Graen and Uhl-Bien propose that supervisors are supposed to offer the adequate required opportunities in order to enhance high quality of relationship with the entire subordinates more than with chosen subordinates. In fact, the moderating consequences of subordinate personal differentiation, like self-esteem is significant element in evaluating the behavior of employees, principally in the framework of perceived supervisor authority. (Graen and Uhl-Bien, 1995)

5. In accordance with Jayaratne (1993) job satisfaction is inevitably influences job performance. Job satisfaction is a significant predecessor of organizational commitment, it is essential to develop job satisfaction in employees by recognizing their requirements firstly in order to protect the benefit of high level employees performing with a high level job satisfaction (Greenberg, 2005; Hackman & Oldham, 1975; Porter, Steer, Mowday, & Boulian, 1974). Satisfaction and positive approaches are supposed to be carried out by preserving a positive social climate with high-quality communication, independence, contribution, and confidence (Argyris 1964; Likier 1961).

6. Teams are very important in order to develop organizational efficiency. Its importance is predictable to rise in the future since teams are believed as a significant element for organizational achievement. As a result, it is further important to recognize how colleagues'

relationships with team members have an effect on their behaviors and manners inside the team and in the job.

7. Workplace climate in an organization is one of the most important factors that influence and affect the employees' perceptions of participation and involvement in their organization (Shadur et al., 1999). Burke and Litwin suggest that the employees perceived that they have a superior participation and involvement in the process of decision making in a workplace climate that enjoys information sharing and positive management support and as a result the effectiveness of the workplace will be increased and enhanced. The employee participation and involvement is supported or weakened by the workplace climate of an organizational which has a very significant role in founding the tone and nature of an organization (Shadur et al., 1999).

8. The identification and recognition of the important role of psycho-social climate caused the appearance of organizational psychology, and additional the concept of 'quality of work life'. Recently, the significance of physical work climate has been appreciated once more. Nowadays, modern organizations are doing their best and maximum potential efforts in order to make the work climate more comfortable, healthy and safe. This led to the appearance of an innovative branch of organizational psychology; to be exact it is 'occupational health psychology'. This innovative branch is a psychological technique of looking holistically at the work climate of an organization and the health of the employees. Occupational health psychology cares at the health of the employees in addition to the health of organization in a synergistic relationship, and it tries to recognize the active relations and interface between both of them. (A.K. Srivastava, 2008)

In fact, physico-legal in addition to psychosocial climate of work organizations have important influence on job performance, and job satisfaction of its employees and as well on efficiency of the organization recognized by the employees. As well, the results stated that along with other

elements of two constituents of work climate, working conditions, interpersonal relations, welfare provisions, confidence and support prevailing in the work organizations play principal role in identifying the degree of employees' job performance and satisfaction, and the level of organizational effectiveness. It is proven that perceived adequacy or inadequacy of work environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction and performance, and perception of effectiveness of an organization. The effect of work environment on job satisfaction may be attributed to the employees' job attitudes formed out of cognitive appraisal of various components of work environment. Job satisfaction is considered as the feeling resulted from employees' positive attitude towards various components or factors of job life. The employees who perceive and feel the work environment as to be adequate, safe and congenial, develop positive attitude towards various job components, which ultimately results in higher job satisfaction and job involvement among these employees.

9. The positive relation between satisfactory, encouraging work climate and performance contribute to the physical expediency, facilities and encourage, undergoing of safety and security, and friendly and encouraging climate prevailing in the work climate. Also, the job satisfaction of employees that is produced from these considered necessary characteristics of work climate improves the job performance of the employees. Additionally, in poor and insecure work climate, the employees use up extensive quantity of their time and energy in adjusting to or dealing with the pressure resulted from poor and bad features in work climate. This job pressure negatively influences the performance of employees. In fact, the work environment has an effect on the job attitudes and job behaviour of employees as an incorporated completely, not throughout its diverse elements separately.

10. It is proposed that the work placement social climate had important consequences and effects, i.e. the employees' perceptions of the work climate supposedly affected the satisfaction and performance of people which consecutively was expected to affect the productivity of the organization. (Schneider, 2000) A lot of important studies have time after time showed that relationships among psychological climate and individual level result by various outcomes like satisfaction, dedication, performance and pressure. Similarly, a lot of studies have over and over again revealed positive and constructive relationships between organizational climate and individual outcomes like performance, commitment, involvement, and satisfaction (Ostroff et al., 2003).

11. A positive and encouraging work climate pushes and continues staff motivation and as a result increases the performance. Actually, experience in industry field has proved that a positive and constructive work climate is able to account for almost 30 percent of enhancements in financial outcomes. Managers in any organization can habitually sense as soon as the work climate is impacting the performance of the staff. There are many signs indicate that a work climate is less than optimal and not satisfied such as absenteeism, unmet performance goals, shortage of planning, and decreased interest in the employees`. Usually, managers are able to their work groups around by use leadership and management practices with the aim of encouraging the clarity and support of job. The managers should outline the relations between work climate, employee motivation, and performance. Managers have to appraise the work climate and use their experience in making changes and improving the leadership and management practices that will prompt their employees to do the most excellent work and improve performance. (Janice Miller, 2002)



12. Overall performance could be well-built and continued as soon as both managers and employees are motivated. They are dedicated to the mission of their organization and work actively in order to achieve them well. They show up, take responsibility, work together with others, and follow all the way through. Extremely motivated employees enthusiastically deal with challenges, innovate, reduce risks and accomplish goals. It is important that managers should learn creative methods in order to improve poor work climate. It is the responsibility of managers and leaders at all levels who supervises employees on a daily basis to improving the work climate. The entire managers even those who are managing in tremendously resource-poor environments and in awful discouraged climates are able to produce better outcomes if they do their best to improve the work climate. (Janice Miller, 2002)

13. Work climate in an organization is influenced by various internal and external factors. These factors are the history of an organization, culture, management strategies and structures, and external environment, in addition to internal practices of leadership and management. The manager in an organization has to control a number of these factors such as the management and leadership practices. Managers have to keep their mind on systems, processes, and policies that smooth the progress of work in the organization. However, if systems are excessively routine, bureaucratic and incompetent, both managers and end-users have to appraise them from time to time in order to perceive how they can make them efficient, supportive, trouble-free and easy for workforce to employ. (Janice Miller, 2002)

14. The way that the managers exercise leadership and management practices is extremely significant. Leadership and management practices impact the climate of work group extensively. As a minimum 50 percent of the differences in workplace climates are related to daily differences in practices of managers in workplace (Buckingham and Coffman 1999). As well as,

there are many organizational factors that manager is able to organize and impact the workplace, climate extensively such as the reward systems, design of tasks and jobs, strategy, and policies and procedures, (Stringer 2002).

15. Managers have to create good conditions in the workplace in order to encourage and motivate employees to perform. Motivation is the power and forces to perform something. All individuals have purposes, intentions, requirements, and basins of energy that characterize prospective motivators. The task of managers is to find out and determine the motivations of their employees and help them to give a free rein to their energy. Then, managers should direct the energy of employees into productive and fruitful work. Also, it is seriously significant for managers to recognize further regarding their own sources of motivation. The process of learning to select the leadership practices and management styles helps managers in creating a positive and constructive work climate, rather than letting themselves to be only intended for following their natural preferences. Actually, in order to recognize motivation in comprehensive way, managers have to pay attention to both its external and internal types of motivation. External motivation engages using motivators that are related to a job such as paying, benefits, office space, and safety. A risky and hazardous workplace or low level paying generally de-motivates employees. As well, external motivation often includes constructive motivators such as giving positive feedback and appreciation. On the other hand, internal motivation is related to an employee itself. Any employee is able to be affected by the feeling that a manager concerns and cares about him\her as a person. Also, any employee could be influenced by the opportunities and chances for growth and improvement, innovation, appreciation, and responsibility. Managers should create a new approach, satisfaction of innovating, solving problems, making an involvement and participation, establishing standards and objectives in order to motivate

employees. All employees have a lot of similar internal motivators; nevertheless persons may possibly inspired more by diverse motivators. Managers should be aware of the motivators that each employee motivates with. Once the manager is aware of his own staff members and what motivates each one of them, he will be able to create a workplace climate that supplies the employees with opportunities in order to motivate them and promote their performance. (Janice Miller, 2002)

16. As soon as managers notice any signs of poor motivation and declining performance among employees, they are supposed to find the causes. Managers should influence the work group's climate by understanding three key dimensions of climate; evaluate the climate of work group; and take action in order to develop group's climate. Understanding and recognizing the three main dimensions of climate is very important with the purpose of influencing climate. The manager can survey the employees' perceptions of the three main aspects of work environment. The three main dimensions of climate that have an expected influence on motivated behavior are clarity, support, and challenge. To understand these dimensions of work group climate is very helpful in determining the involvements should be used to improve climate and performance. As soon as employees perceive these elements as existing and well-built in their work group, they can perceive the work group climate in positive way. (Janice Miller, 2002)

**References:**

- . Abubakr Suliman and Paul Iles.(2000). "Is continuance commitment beneficial to organizations Commitment-performance relationship: a new look", *Journal of Managerial Psychology*, Vol. 15 No. 5, 2000, pp. 407-426.
- . Abubakr Mohyeldin Tahir Suliman.(2001). "Are We Ready to Innovate? Work Climate-Readiness to Innovate Relationship: The Case of Jordan", Volume 10 Number, Blackwell Publishers.
- . Ahmad, S., & Mehta, P. (1997). Role stress, quality of work life and alienation. *In* : D.M. Pestonjee and U. Pareek (Eds.) *Organizational role stress and coping*. New Delhi: Rawat Publications.
- . Aizzat, Mohmd Nasurdin. (2006), "Integrating Importance into the Relationship between Job Satisfaction and Commitment a Conceptual Model", *Journal of Organizational Behavior*, Vol. 5, No.2, pp.20-27.
- . A.K. Srivastava,(2008), " Effect of Perceived Work Environment on Employees' Job Behaviour and Organizational Effectiveness", Banaras Hindu University, Varanasi, *Journal of the Indian Academy of Applied Psychology*, Vol. 34, No.1, 47-55.
- . Alexandros G. Sahinidis and John Bouris.(2008), "Employee perceived training effectiveness relationship to employee attitudes" Technological Education Institute, *Journal of European Industrial Training*, Vol. 32 No. 1.
- . Al-Dahhan, O. (1989), Innovation and innovation behaviour in organisations, *Tanmiat Al-Rafidain*, 26,11-48.
- . Anantharaman, R. N., & Subha, V. (1980). Job involvement, need satisfaction and Organizational climate. *IndianIndian Journal of Applied Psychology*, 17, 56-59.
- . Basset-Jones, N. and Lloyd, G.F. (2005), "Does Herzberg's motivation theory have staying power?", *The Journal of Management Development*, Vol. 24, pp. 929-43.
- . Becker, B. and Gerhard, B. (1996), "The impact of human resource management on organisational performance: progress and prospects", *Academy of Management Journal*, Vol. 39 No. 4, pp. 779-801
- . Benkhoff, B. (1997), "ignoring commitment is costly: New approaches establish the missing link between commitment and performance", *Human Relations*, Vol.50 (6), pp. 701-726.
- . Brian Hunt and Toni Ivergard, (2007),"ORGANIZATIONAL CLIMATE AND WORKPLACE EFFICIENCY ", *Public Management Review*, Vol.9, pp.30-31.

- . Bowling, N.A. (2007), "Is the job satisfaction – job performance relationship spurious? A meta-analytic examination", *Journal of Vocational Behavior* (in press).
- . DeCotiis, T. and Koys, D. (1980) 'The Identification and Measurement of the Dimensions of Organizational Climate'. *Academy of Management Proceedings*, pp171 – 5.
- . Dessler, G. (1993), *winning commitment*, New York: McGraw-Hill, Inc.
- . George, J. M., & Jones, G.R. (1996), "Understanding and managing organizational behavior, California", Addison-Wesley Publishing Company, Inc.
- . Greenberg, J. (1987), "taxonomy of organizational justice theories", *Academy of management review*, Vol.12, pp. 9-22.
- . Greenberg, J. (1 June 1990), "Organizational Justice: Yesterday, Today, and Tomorrow", *Journal of Management*, Vol. 16, and No. 2. pp. 399-432.
- . Greenberg J. (1993). *Justice in the Workplace: Approaching Fairness in Human Resource Management*. In R. Cropanzano (Eds.), *the social side of fairness: interpersonal and informational classes of organizational justice*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- . Greenberg, J., Article. (1990), *Organizational Justice: Yesterday, Today, and Tomorrow*".
- Gianakis, G. (2002) The promise of public sector performance measurement: Anodyne or placebo? *Public Administration Quarterly*. 26: 1 – 2 pp35 – 65.
- Goleman, Daniel. "An EI-Based theory of Performance." In Gary Cherniss and Daniel Goleman et al., eds. *The Emotionally Intelligent Workplace*. San Francisco, CA: Jossey-Bass, 2001, pp. 27-44 .
- Goleman, Daniel. (2000) "Leadership That Gets Results." *Harvard Business Review* (March-April 2000). Goleman.
- . Heinrich, C. (1999) Do Government Bureaucrats Make Effective Use of Performance Management Information? *Journal of Public Administration Research and Theory*. 9: 3 pp363 – 93.
- . Ivergard, T. and Hoijer, C. (1997) 'What Work Conditions Do to Efficiency' in *Organizational Design and Management. Proceedings (Volume 1)*. Tampora, Finland: IEA.
- . Janis, N.A. (1989), "Organizational commitment, career factors and career/life stage", *Journal of organizational Behavior*, Vol.10, pp.247-266.
- .- Janice Miller.(2002). *Creating a Work Climate That Motivates Staff and Improves Performance*, Volume 11, Number 3

- . Mathis Schulte<sup>1</sup>, Cheri Ostroff<sup>2</sup> and Angelo J. Kinicki,(2006).”Organizational climate systems and psychological climate perceptions”, *The British Psychological Society, Journal of Occupational and Organizational Psychology* , 79, 645–671645
- . McMurray, A. J. (2003) The Relationship between Organizational Climate and Organizational Culture, *Journal of the American Academy of Business*. 3: 1 – 2 pp1 – 8.
- . Moran, E. and Volkwein, J. (1992) The Cultural Approach to the Formation of Organizational Climate, *Human Relations*. 45: 1 pp19 – 47.
- . O'Reilly, C.A and Chatman, J. (1986), “Organizational commitment and psychological attachment: the effects of compliance, identification and internalization on prosocial behavior”, *Journal of Applied Psychology*, Vol.71, pp.492-9.
- . Stringer, Robert. *Leadership and Organizational Climate*. Upper Saddle River, NJ: Prentice Hall, 2002.
- . Shadur, M., Kienzke, R. and Rodwell, J. (1999) The Relationship between Organizational Climate and Employee Perceptions of Involvement, *Group & Organization Management*. 24: 4 pp479 – 503.
- . Suliman, A (2002), “The role of organizational climate in shaping organizational conflict”, *working paper, British Academy of Management*, Cardiff Business School, and Cardiff.
- . Watkins, Chris. “The Leadership Program for Serving Headteachers: Probably the World’s Largest Leadership Development Initiative.” *Leadership and Organization Development Journal* vol. 21, no. 1 (2000):13-20.
- . [www.sciencedirect.com](http://www.sciencedirect.com). [Accessed 24 march 2010].
- . <http://www.highbeam.com/doc/1G1-157033795.html>. [Accessed 24 march 2010].

## Appendix 1

QUESTIONNAIRE	استبيان
<p><b>Dear Sir/ Madam,</b></p> <p>This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.</p> <p>The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>The researchers assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by</p>	<p>سيدي \ سيدتي العزيزين</p> <p>إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.</p> <p>يؤكد لكم الباحثان بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.</p> <p>يتكون الاستبيان من ثلاثة أقسام:</p> <p>1. معلومات عامة</p>

the researchers for study purposes <i>only</i> .	2. المناخ الوظيفي
The questionnaire comprises three parts:	3. الأداء الوظيفي
1. General information	
2. Work Climate	
3. Job Performance	
Thank you	مع الشكر
<b>Researcher</b>	الباحث
<b>Bader Al Harethi</b>	بدر الحارثي

**Part 1: General Information**

A. Sex			أ – الجنس
(1) Male	( )	( )	(1) ذكر
(2) Female	( )	( )	(2) أنثى
B. Marital Status:			ب- الحالة الاجتماعية:
(1) Married	( )	( )	(1) متزوج/متزوجة
(2) Unmarried	( )	( )	(2) غير متزوج/غير متزوجة



<b>C. Education:</b>			<b>ج- المرحلة التعليمية:</b>
(1) Less than high school	( )	( )	(1) أقل من الشهادة الثانوية
(2) High school	( )	( )	(2) الشهادة الثانوية
(3) College degree	( )	( )	(3) خريج/خريجة كلية
(4) Graduate degree	( )	( )	(4) متخرج/متخرجة
(5) High Diploma	( )	( )	(5) دبلوم العالي
(6) Masters or above	( )	( )	(6) ماجستير أو أعلى.
<b>D. Age:</b>			<b>د- العمر</b>
(1) Less than 25	( )	( )	(1) أقل من 25 عاماً
(2) 25 - 35	( )	( )	(2) 35 - 25
(3) 36 - 46	( )	( )	(3) 46 - 36
(4) 47 - 57	( )	( )	(4) 57 - 47
(5) 58 or above	( )	( )	(5) 58 وأكثر
<b>E. No. of years worked in current organization:</b>			<b>هـ - عدد السنوات التي قضيتها في شركتك الحالية</b>
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	(2) 7 - 2

(3) 8 - 13	( )	( )	13 – 8 (3)
(4) 14 - 19	( )	( )	19 – 14 (4)
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
<b>F. No. of years worked in the position or job:</b>			<b>و - عدد سنوات الخدمة في نفس الوظيفة أو العمل:</b>
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	7 – 2 (2)
(3) 8 - 13	( )	( )	13 – 8 (3)
(4) 14 - 19	( )	( )	19 – 14 (4)
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
<b>G. Job Status:</b>			<b>ز - المستوى الوظيفي:</b>
(1) First level	( )	( )	(1) إدارة عليا.
(2) Middle level	( )	( )	(2) إدارة وسطى.
(3) Lower level	( )	( )	(3) إدارة دنيا.
<b>H. Nationality:</b>			<b>ح - الجنسية</b>
(1) UAE National	( )	( )	(1) مواطني دولة الإمارات العربية المتحدة
(2) Non UAE National	( )	( )	(2) غير مواطني دولة الإمارات العربية المتحدة

**Part 2: Work Climate:**

<b>PART TWO: Work Climate</b>						<b>الجزء الثاني: المناخ الوظيفي- تقييم المدير المباشر</b>					
<b>Please tick one box for each item:</b>						<b>الرجاء وضع علامة (✓) لكل سؤال:</b>					
<b>SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>لاوافق بشده</b>	<b>لاوافق</b>	<b>محايد</b>	<b>أوافق</b>	<b>أوافق بشده</b>	
given my education and/or training background, I feel satisfied with my organizational rewards											(1) اشعر بالرضا مقابل ما احصل عليه من العمل بالنظر إلى مؤهلاتي العلمية أو التدريبية
considering my work responsibilities, I think that I am fairly rewarded											(2) بالنظر إلى مسؤوليات العمل المقابل يعتبر منصف
I feel satisfied with my organizational rewards when I consider the amount of effort that I have put in											(3) الأجر منصف بالنظر للمجهود الذي أقوم به
in general, I feel that this organization is fair in											(4) بشكل عام المؤسسة توزع

## Perceived Work climate and Performance in security Organizations

distributing rewards, praise, and promotions among its employees											بشكل عادل للأجور والترقيات والتقييم بين الموظفين
my last performance appraisal was fair											(5) تقييمي الأخير كان منصف
my performance has been accurately evaluated											(6) تقييمي كان دقيقا
my supervisor was justified in his/her last rating of my performance											(7) مسؤولي كان عادلا في تقييمي الأخير
I feel that my last performance rating was free from bias											(8) أشعر أن تقييمي الأخير كان بعيدا عن المحسوبية
my supervisor gives me guidance about how to improve my performance											(9) يرشدني مسؤولي عن كيفية تحسين أدائي
my supervisor sits down and discusses with me the results of my performance evaluation											(10) ناقشني مسؤولي عن نتائج أدائي أثناء التقييم
my supervisor reviews with me the progress toward the goals set in previous appraisal meetings											(11) يراجع مسؤولي التقدم نحو تحقيق الأهداف أثناء التقييم
I have an opportunity to express my feelings when											(12) لدي الفرصة لإبداء الرأي بكل حرية أثناء التقييم

## Perceived Work climate and Performance in security Organizations

my performance is evaluated										
my supervisor is competent enough to evaluate my job										(13) مسؤولي كفؤ بما يكفي لتقييمي
my supervisor is familiar with the details and responsibilities that my job entails										(14) مسؤولي على دراية بمتطلبات عملي
I have confidence and trust in my supervisor’s general fairness										(15) أنا واثق من عدالة مسؤولي
I trust my supervisor to accurately report my performance to his/her supervisor										(16) أثق من دقة التقرير المرفوع من مسؤولي إلى رؤسائه

### PART 3: JOB PERFORMANCE

PART THREE: JOB PERFORMANCE						الجزء الثالث: الأداء الوظيفي- تقييم المدير المباشر					
Please tick one box for each item:						الرجاء وضع علامة (✓) لكل سؤال:					
<b>SA-Strongly agree; A-Agree;</b>  <b>N-Neither agree nor disagree;</b>  <b>D-Disagree; SD-Strongly Disagree</b>	SA	A	N	D	SD	لاوافق بشده	لاوافق	محايد	وافق	وافق بشده	
<b>A. Self Rated</b>											الأداء ذاتي التقييم:

## Perceived Work climate and Performance in security Organizations

Performance											
1. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used											(1) أفهم ما يجب على القيام به يومياً وأية معدات ومواد يجب استخدامها
2. I understand my work goals and requirements											(2) أفهم أهداف عملي ومتطلباته
3. I understand my job responsibilities											(3) أفهم مسؤوليات عملي
4. I have sufficient client know-how to carry out my work proficiently											(4) لدي المعرفة الكافية للقيام بعمل بكفاءة
5. I understand the steps, procedures, and methods required to carry out the job											(5) أفهم الخطوات، الإجراءات والطرق اللازمة للقيام بالعمل
6. I am familiar with the skills required on the job to perform effectively											(6) إنني على دراية بالمهارات المطلوبة للقيام بمهام الوظيفة بصورة فعالة
7. I have a desire to carry out my job											(7) لدي الرغبة في القيام بعمل

## Perceived Work climate and Performance in security Organizations

8. I co-operate with my supervisor(s) and peers for the benefit of the work										(8) أتعاون مع المشرف/المشرفين في العمل والزملاء لما فيه منفعة العمل
9. I can concentrate on and give my best to the job										(9) أستطيع التركيز وتقديم الأفضل للوظيفة
10. My work outcomes are free from errors and accurate										(10) إنتاجي في العمل خالي من الأخطاء ودقيق
11. I am able to complete quality work on time										(11) يمكنني إكمال وتقديم عمل عالي الجودة وفي الوقت المحدد
12. My work speed is satisfactory										(12) سرعة قيامي بعملية مرضية
13. I am able to complete quantity of work on time										(13) يمكنني إكمال كمية من العمل في الوقت المحدد
14. I stick to established rules and procedures when doing my job										(14) ألتزم بالقوانين والإجراءات القائمة عند قيامي بعملية
15. I search for										(15) أبحث عن الأساليب

## Perceived Work climate and Performance in security Organizations

fresh new ways of resolving problems in my work										الحديثة في حل المشاكل في عملي
16. I come up with and try new ideas in my work										(16) أتقدم بأفكار جديدة وأنفذها في عملي
17. I try to question old ways of doing things in my work										(17) أحاول مناقشة الطرق القديمة في أداء عملي
18. I stick to old established habits when doing my job										(18) ألتزم بالعادات القائمة



## Appendix 2

### Understanding work duties factor of work climate:

#### Reliability Statistics

Cronbach's Alpha	N of Items
.823	3

The overall Chronbach's alpha for Understanding work duties factor of work climate is 0.823 which is adequately high.

#### 1. Scale: perform-reward link

##### Case Processing Summary

		N	%
Cases	Valid	513	99.8
	Excluded <sup>a</sup>	1	.2
	Total	514	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.867	4

The overall Chronbach's alpha for perform-reward link is 0.867 which is adequately high and does not necessitate further improvements.

## 2. Scale: Appraisal satisfaction

### Case Processing Summary

		N	%
Cases	Valid	514	100.0
	Excluded <sup>a</sup>	0	.0
	Total	514	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.912	4

The overall Chronbach's alpha for Appraisal satisfaction is 0.912 which is satisfactorily high and does not necessitate further improvements.

### 3. Scale: Performance feedback

#### Case Processing Summary

		N	%
Cases	Valid	514	100.0
	Excluded <sup>a</sup>	0	.0
	Total	514	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.912	3

The overall Chronbach's alpha for Performance feedback is 0.965 which is effectively high and does not necessitate further improvements.

### 4. Scale: superior-subordinate relationship

#### Case Processing Summary

		N	%
Cases	Valid	514	100.0
	Excluded <sup>a</sup>	0	.0
	Total	514	100.0

### Case Processing Summary

		N	%
Cases	Valid	514	100.0
	Excluded <sup>a</sup>	0	.0
	Total	514	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.946	4

The overall Chronbach's alpha for superior-subordinate relationship is 0.965 which is adequately high and does not require additional improvements.

## Appendix 3

### Regression

Notes			
dimension0	Output Created	23-Feb-2010 13:13:17	
	Comments		
	Input	Data	Z:\Private\badr thesis 2010.sav
		Active Dataset	DataSet1
		Filter	<none>
		Weight	<none>
		Split File	<none>
		N of Rows in Working Data File	514
	Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
		Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workperformance /METHOD=ENTER workclimate.	
	Resources	Processor Time	00:00:00
		Elapsed Time	00:00:00
		Memory Required	2380 bytes
		Additional Memory Required for Residual Plots	0 bytes

[DataSet1] Z:\Private\badr thesis 2010.sav

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	workclimate <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: workperformance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251 <sup>a</sup>	.063	.061	21.78689

a. Predictors: (Constant), workclimate

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16249.975	1	16249.975	34.234	.000 <sup>a</sup>
	Residual	241606.408	509	474.669		
	Total	257856.384	510			

a. Predictors: (Constant), workclimate

b. Dependent Variable: workperformance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

## Perceived Work climate and Performance in security Organizations

		B	Std. Error	Beta		
1	(Constant)	27.053	2.689		10.061	.000
	workclimate	.360	.062	.251	5.851	.000

a. Dependent Variable: workperformance

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workperformance
/METHOD=STEPWISE PERFEWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

### Notes

dimension0	Output Created	23-Feb-2010 13:14:17
	Comments	
	Input	Data
		Z:\Private\badr thesis 2010.sav
		Active Dataset
		DataSet1
		Filter
		<none>
		Weight
		<none>
		Split File
		<none>
		N of Rows in Working Data File
		514
	Missing Value Handling	Definition of Missing
		User-defined missing values are treated as missing.
		Cases Used
		Statistics are based on cases with no missing values for any variable used.

Syntax		REGRESSION	
		/MISSING LISTWISE	
		/STATISTICS COEFF OUTS R ANOVA	
		/CRITERIA=PIN(.05) POUT(.10)	
		/NOORIGIN	
		/DEPENDENT workperformance	
		/METHOD=STEPWISE PERFREWARD	
		Satisfactionappraisal performancefeedback	
		superiorsubordinate.	
Resources	Processor Time		00:00:00
	Elapsed Time		00:00:00
	Memory Required		3492 bytes
	Additional Memory Required for		0 bytes
	Residual Plots		

[DataSet1] Z:\Private\badr thesis 2010.sav

Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: workperformance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------



## Perceived Work climate and Performance in security Organizations

1	.266 <sup>a</sup>	.071	.069	21.69750
---	-------------------	------	------	----------

a. Predictors: (Constant), superiorsubordinate

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18228.519	1	18228.519	38.720	.000 <sup>a</sup>
	Residual	239627.865	509	470.782		
	Total	257856.384	510			

a. Predictors: (Constant), superiorsubordinate

b. Dependent Variable: workperformance

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.765	2.295		12.532	.000
	superiorsubordinate	1.324	.213	.266	6.223	.000

a. Dependent Variable: workperformance

### Excluded Variables<sup>b</sup>

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PERFREWARD	-.025 <sup>a</sup>	-.451	.652	-.020	.597
	Satisfactionappraisal	.043 <sup>a</sup>	.568	.571	.025	.325
	performancefeedback	.075 <sup>a</sup>	.819	.413	.036	.217

a. Predictors in the Model: (Constant), superiorsubordinate

b. Dependent Variable: workperformance

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workperformance
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

Notes			
dimension0	Output Created	23-Feb-2010 13:15:22	
	Comments		
	Input	Data	Z:\Private\badr thesis 2010.sav
		Active Dataset	DataSet1
		Filter	<none>
		Weight	<none>
		Split File	<none>
		N of Rows in Working Data File	514
	Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
		Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workperformance /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.	
	Resources	Processor Time	00:00:00
		Elapsed Time	00:00:00
		Memory Required	3252 bytes

Notes			
dimension0	Output Created		23-Feb-2010 13:15:22
	Comments		
	Input	Data	Z:\Private\badr thesis 2010.sav
		Active Dataset	DataSet1
		Filter	<none>
		Weight	<none>
		Split File	<none>
		N of Rows in Working Data File	514
	Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
		Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workperformance /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.
	Resources	Processor Time	00:00:00
		Elapsed Time	00:00:00
		Memory Required	3252 bytes
		Additional Memory Required for Residual Plots	0 bytes

[DataSet1] Z:\Private\badr thesis 2010.sav

Variables Entered/Removed<sup>b</sup>

## Perceived Work climate and Performance in security Organizations

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: workperformance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271 <sup>a</sup>	.073	.066	21.72933

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18941.422	4	4735.355	10.029	.000 <sup>a</sup>
	Residual	238914.962	506	472.164		
	Total	257856.384	510			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: workperformance

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.970	2.831		10.234	.000
	PERFREWARD	-.295	.343	-.052	-.859	.391
	Satisfactionappraisal	.250	.427	.049	.587	.558
	performancefeedback	.545	.671	.080	.811	.418

## Perceived Work climate and Performance in security Organizations

superiorsubordinate	.936	.494	.188	1.893	.059
---------------------	------	------	------	-------	------

a. Dependent Variable: workperformance

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT understandingwork
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

### Notes

dimension0	Output Created	23-Feb-2010 13:17:12	
	Comments		
	Input	Data	Z:\Private\badr thesis 2010.sav
		Active Dataset	DataSet1
		Filter	<none>
		Weight	<none>
		Split File	<none>
		N of Rows in Working Data File	514
	Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
		Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT understandingwork /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.	

## Perceived Work climate and Performance in security Organizations

Resources	Processor Time	00:00:00
	Elapsed Time	00:00:00
	Memory Required	3252 bytes
	Additional Memory Required for	0 bytes
	Residual Plots	

[DataSet1] Z:\Private\badr thesis 2010.sav

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: understandingwork

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 <sup>a</sup>	.062	.055	4.08551

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	563.161	4	140.790	8.435	.000 <sup>a</sup>
	Residual	8462.519	507	16.691		
	Total	9025.680	511			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: understandingwork

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
		B	Std. Error	Beta				
1	(Constant)	4.684	.532		8.807	.000		
	PERFREWARD	-.075	.064	-.071	-1.160	.247		
	Satisfactionappraisal	.084	.080	.088	1.044	.297		
	performancefeedback	.079	.126	.062	.626	.531		
	superiorsubordinate	.148	.093	.159	1.593	.112		

a. Dependent Variable: understandingwork

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workskills
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

**Notes**

dimension0	Output Created	23-Feb-2010 13:17:51
	Comments	
	Input Data	Z:\Private\badr thesis 2010.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	514
	Missing Value Definition of Missing	User-defined missing values are treated as missing.

## Perceived Work climate and Performance in security Organizations

Handling	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workskills /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.
Resources	Processor Time	00:00:00
	Elapsed Time	00:00:00
	Memory Required	3252 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] Z:\Private\badr thesis 2010.sav

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: workskills

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.278 <sup>a</sup>	.077	.070	4.04657

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback



## Perceived Work climate and Performance in security Organizations

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	697.215	4	174.304	10.645	.000 <sup>a</sup>
Residual	8318.356	508	16.375		
Total	9015.571	512			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: workskills

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.533	.527		8.608	.000
	PERFREWARD	-.069	.064	-.066	-1.081	.280
	Satisfactionappraisal	.055	.079	.058	.694	.488
	performancefeedback	.026	.125	.020	.207	.836
	superiorsubordinate	.232	.092	.250	2.523	.012

a. Dependent Variable: workskills

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT workenthusiasm
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

### Notes

dimension0	Output Created	23-Feb-2010 13:18:45
------------	----------------	----------------------

Comments		
Input	Data	Z:\Private\badr thesis 2010.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
Missing Value Handling	N of Rows in Working Data File	514
	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
Resources		/DEPENDENT workenthusiasm
		/METHOD=ENTER PERFREWARD
		Satisfactionappraisal performancefeedback
		superiorsubordinate.
Resources	Processor Time	00:00:00
	Elapsed Time	00:00:00
	Memory Required	3252 bytes
	Additional Memory Required for	0 bytes
	Residual Plots	

[DataSet1] Z:\Private\badr thesis 2010.sav

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method

## Perceived Work climate and Performance in security Organizations

1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>		Enter
---	--	--	-------

a. All requested variables entered.

b. Dependent Variable: workenthusiasm

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 <sup>a</sup>	.911	.910	.66962

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2336.991	4	584.248	1302.974	.000 <sup>a</sup>
	Residual	227.785	508	.448		
	Total	2564.776	512			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: workenthusiasm

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.190	.087		2.177	.030
	PERFREWARD	-.003	.011	-.005	-.276	.783
	Satisfactionappraisal	.457	.013	.902	34.746	.000
	performancefeedback	.043	.021	.063	2.067	.039
	superiorsubordinate	.003	.015	.006	.186	.853

a. Dependent Variable: workenthusiasm

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT jobperformance
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

Notes			
dimension0	Output Created	23-Feb-2010 13:18:59	
	Comments		
	Input	Data	Z:\Private\badr thesis 2010.sav
		Active Dataset	DataSet1
		Filter	<none>
		Weight	<none>
		Split File	<none>
		N of Rows in Working Data File	514
	Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
		Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT jobperformance /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.	
	Resources	Processor Time	00:00:00
		Elapsed Time	00:00:00
		Memory Required	3252 bytes
		Additional Memory Required for Residual Plots	0 bytes

[DataSet1] Z:\Private\badr thesis 2010.sav

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: jobperformance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 <sup>a</sup>	.055	.048	5.94846

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1048.922	4	262.231	7.411	.000 <sup>a</sup>
	Residual	17939.797	507	35.384		
	Total	18988.719	511			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: jobperformance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.589	.775		11.087	.000
PERFREWARD	-.062	.094	-.041	-.660	.510
Satisfactionappraisal	.032	.117	.023	.271	.787
performancefeedback	.219	.184	.119	1.194	.233
superiorsubordinate	.175	.135	.130	1.292	.197

a. Dependent Variable: jobperformance

```
REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT innovation
/METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback
superiorsubordinate.
```

## Regression

**Notes**

dimension0	Output Created	23-Feb-2010 13:19:34
	Comments	
Input	Data	Z:\Private\badr thesis 2010.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	514
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

Cases Used		Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT innovation /METHOD=ENTER PERFREWARD Satisfactionappraisal performancefeedback superiorsubordinate.
Resources	Processor Time	00:00:00
	Elapsed Time	00:00:00
	Memory Required	3252 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] Z:\Private\badr thesis 2010.sav

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: innovation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 <sup>a</sup>	.090	.083	5.73286

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1651.696	4	412.924	12.564	.000 <sup>a</sup>
Residual	16695.777	508	32.866		
Total	18347.474	512			

a. Predictors: (Constant), superiorsubordinate, PERFREWARD, Satisfactionappraisal, performancefeedback

b. Dependent Variable: innovation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.131	.746		10.900	.000
PERFREWARD	-.037	.090	-.025	-.408	.683
Satisfactionappraisal	.055	.113	.041	.491	.624
performancefeedback	.095	.177	.052	.536	.592
superiorsubordinate	.310	.130	.234	2.377	.018

a. Dependent Variable: innovation