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EFFECTS OF ORGANIZATIONAL CLIMATE ON HR OUTCOMES IN THE SAUDI PUBLIC UNIVERSITIES

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A R T I C L E I N F O

A B S T R A C T

The research focused on determining the effects of organizational climate on HR outcomes, and on narrowing down the investigation, Saudi Public Universities are taken into consideration. Organizational climate refers to the perception of employees towards the culture of the workplace environment. Organizational climate affects the outcome of the human resource as it directly impacts the motivation and productivity of employees. In this research, the HR outcomes like employee satisfaction, employee relations, and employee retention are taken into consideration whether these are affected because of organizational climate or not. The primary data sources include a self-administered questionnaire that consists of close-ended questions with Likert scale. From the results, it is noted that Employee Retention represents a strong relationship with the organizational climate and other dependent variables also show a positive relationship with the independent variable.

Disciplinary: Management Science (HRM), Higher Education (Faculty Growth and Development).

1. INTRODUCTION

Education plays vital roles for individuals and the nation, as their success and failure are dependent on it. Considering the importance of education, the government needs to make sure that the education system, the people providing education in the institutes, and the organizational climate of these institutes are the main focus of the regulatory bodies (McMurray and Scott, 2013). The corporate environment has a significant impact on HR outcome, and to be specific, this research will determine its effect on employees' satisfaction, relation, and retention. To narrow down the scope of the research, Saudi Public Universities are taken into consideration.

The organizational climate, often referred to as the corporate climate, is a process that assists in measuring the culture of the organization. The organizational culture can be explained as a set of

values and assumptions that are shared by the people working within an organization. The way the people of an organization practices the culture of the organization can be considered as the organizational climate. Organizational climate affects the outcome of the human resource department because it has a direct impact on the behaviour, motivation, and productivity of an employee. It is essential to determine the extent to which organizational climate has an impact on the discussed factors of HR to develop a better institutional structure at the Saudi Public Universities (Danish, et al. 2015).

From recent researches, it is determined that employee satisfaction (Raziq et al., 2019), employee retention, and organizational climate have been given importance in all the sectors. The education sector is vital as it is considered as the country's social and economic growth determinant. To further improve the educational system, it is crucial to ensure that the employees in the organization are satisfied and retained. Therefore, the problem of this study is focused on determining the effect of organizational climate on employee satisfaction, employee relation, and employee retention in Saudi Public Universities. This research intends to study the impact of organizational climate on HR outcomes in Saudi public universities.

The study signifies the public education sector as it determines the importance of organizational climate for the HR outcomes. Also, it works as a guide to the universities to the path to ensure employee satisfaction and retention through organizational climate. In addition to it, this research can also be helpful for the private universities are other sectors to bring about changes in their organizational climate for better HR outcomes.

2. LITERATURE REVIEW

2.1 ORGANIZATIONAL CLIMATE

According to Titi (2013), the organizational climate is defined as the way the employees view the culture of an organization. Also, the way the people of an organization practices the culture of the organization can be considered as the organizational climate. The organizational climate can be goal-oriented, people-oriented, rule-oriented, or innovation-oriented. Based on these, the organizations' climate is determined, and the way employees perceive it has an impact on their overall performance (Titi, 2013).

The organizational climate in the educational sector focuses more on the faculty staff because it is believed that the main pillars of the education institutes are its professors. As the country's social and economic growth relies on the educational system; therefore, it is essential to realize the importance of excellent faculty staff. To develop an excellent faculty staff, the institutes must provide a positive organizational climate which helps the faculty staff to participate in their duties actively and fulfill their legal obligations without being deviated from the job (McMurray and Scott, 2013). However, it is noticed that the faculty staff requires more attention to developing policies related to a positive organizational climate. Organizational climate is not only necessary for other sectors but is equally vital for the educational industry (Ehrhart et al., 2013). In the organizational climate, it is vital to reward the employees and support them so that they remain committed to their work and loyal to their workplace.

2.2 HUMAN RESOURCE OUTCOMES

Human resource is a term used for those employees that are responsible for managing the employees' resources. Human resource department and its management strategies are crucial for the organization as it helps in providing an environment that is better for employees. The human resource of the company is not limited to hiring and lay-offs of employees. Still, it also helps in making sure that the employees are provided with resources that impact their productivity and also motivates them. The primary outcomes of human resources are employee satisfaction, employee relation, and employee retention (Bamber et al., 2014). These dimensions are elaborated below.

2.2.1 EMPLOYEE SATISFACTION

Employee satisfaction determines whether employees are keen to work or not. Employee satisfaction is a significant factor that determines the motivation level of the employees to work (Balouch and Hassan, 2014). It is also dependent upon the fulfillment of the employees' needs and desires at the workplace. Employee satisfaction is defined as the contentedness of employees with their job and whether they are satisfied with their job or not (Frey et al., 2013).

Employee satisfaction is an essential factor for every organization because it has a positive impact on the performance of the employees, ultimately being beneficial for the company. If the employees are satisfied, then it can be concluded that the employees are happy with the working environment. Several factors contribute towards employee satisfaction like organizational climate, empowering employees, employee recognition, activities, and perks. According to Tomaževič, et al. (2014), the organizations should focus on providing a better working environment, healthy activities, and proper compensation to their employees so that the employees remain satisfied with the work and be more productive.

Organizations need to take care of their employees as it leads to several other human resource outcomes like employee retention. HR resource department needs to develop strategies that build a stable and healthy working environment for employees because it leads to employee satisfaction. The factor 'employee satisfaction' is vital for the organizations to achieve because it will help in achieving the goals of the company as employees will perform to their fullest (Frey, et al. 2013).

2.2.2 EMPLOYEE RELATIONS

Employee relation is described as the relation between an employee and an employer. The relationship between employee and employer is significant because the performance of an individual and the company is reliant upon this relation. According to Ntalianis, et al. (2015), the efforts of a company to develop positive relations with its employees are known as employee relations. The aims of keeping a positive employee relation are that it keeps the employees more engaged in the work and makes them more loyal and committed to the workplace. Although the human resource department of the organization is solely responsible for the development of positive employee relations, some companies deploy dedicated staff to handle employee relations in the organization (Balouch and Hassan, 2014).

The dedicated staff or the human resource department of a company needs to identify the need for the development of employee relation considering the existing conditions of the company. The

human resource department should always consider this as it helps the employees to remain committed to their work and do their job more professionally. To make sure that positive employee relation is maintained in the organization, the human resource department needs to develop policies that take into consideration elements like fair compensation, timely disbursement, work-life balance and reasonable working hours. In case of any disputes, the human resource department needs to directly intervene and resolve the issues in a fair manner other than that the human resource department can focus on organizational climate to ensure positive employee relations (Bamber et al., 2014).

2.2.3 EMPLOYEE RETENTION

Educated, skilled, experienced, and honest employees are the need of every organization, and every organization is in search of these types of employees. This is a never fulfilling search that opens the opportunity for the people, and the internal conditions of a company influence employees to search for better opportunities that eventually lead to employee turnover (Balouch and Hassan, 2014). Employees are the most critical assets of a company; therefore, an organization should always focus on retaining its employees. Employee turnover adds more cost to an organization, then retaining the employees. According to Das and Baruah (2013), an organization's ability to keep or retain its employees is known as retention.

Several factors lead to employee dissatisfaction resulting in a high employee turnover rate. These factors include a lack of commitment to the organization, low morale, no clear career path, and no positive support in the organization. The human resource department can determine before the resignation that the employee plan to quit by some generic signs that include a decrease in productivity, unusual or not following office timings, negative attitude in the office, and towards the work and expressing dissatisfaction (Hassan et al., 2013). According to Cloutier et al. (2015), the employees can be retained by engaging more with the employees and providing an organizational culture that is acceptable to them. Most importantly, instant payment of benefits is one of the most effective ways of employee retention. In addition to these two strategies, the human resource department should focus on developing strategies that help in retaining employees or provide circumstances which do not influence employees to quit their jobs.

2.3 ORGANIZATIONAL CLIMATE AND HUMAN RESOURCE OUTCOMES

The organizational climate significantly impacts the outcomes of human resources because many things related to employee behaviour is dependent on the organizational climate (McMurray and Scott, 2013). The positive organizational climate allows the employees to determine the type of environment they are working in and whether or not they want to work in this type of environment. Employee satisfaction is crucial for the human resource department, and because of this, such policies are drafted that keep the employees satisfied with their job and the workplace (Balouch and Hassan, 2014). With the help of organizational climate, a company can develop a stable and healthy working environment for its employees, which leads to employee satisfaction. Similarly, Schulz (2013) claims that the human resource department should determine the mode of communication, the coordination between team members and between different teams as it helps in developing a positive organizational climate that leads to employee satisfaction with the workplace.

According to Ntalianis, et al. (2015), employee relation is vital for the organization; therefore, the HR department gives it a high priority while making the policies. Employee relation is essential for the success of the organization; it can be achieved by taking into consideration some small practices that are effective in developing positive relations with the employees. According to Hanaysha (2016), the organizational climate includes a pattern that determines the rights of the employees. The organizational climate can lead to positive employee relations by developing policies of the organization related to fair and timely monetary benefits. With proper compensation, the employee remains satisfied with the job and develops good relations with the human resource department or the employers. Randhawa and Kaur, (2014) agree with Hanaysha (2016) and claim that it is essential to determine the type of organizational climate is implemented in the organization and whether it requires changes or not. These policies define the kind of relations that will develop between the employee and employer.

According to Erasmus, et al., (2015), the employees and their interaction with their workplace is the key to identify the attitude of the employee which determines whether that employee will stay connected with the company or is planning to leave the organization. Another research by Kasekende, et al. (2013), suggests that organizational climate plays provide a path that allows a person to consider whether retaining by the employer is essential or not. Providing on-time monetary benefits plays a vital role in providing comfort and releasing the stress of work that leads to a decision of remaining with the company rather than leaving it. Similarly, Hanaysha (2016) states in his research that timely release of monetary payments and engaging with the employees help the human resource department to develop a positive environment at the workplace, which ultimately leads to the satisfaction of the employees and employee retention. As a result, the following hypotheses are proposed:

H1: Organizational climate significantly affects employee satisfaction.

H2: Organizational climate significantly affects employee relations.

H3: Organizational climate significantly affects employee retention.

3. RESEARCH METHOD

The researcher aims to carry out quantitative research. The prime reason to use the research is that the research provides an opportunity to test the hypothesis using statistical means (McCusker & Gunaydin, 2015). The statistical sources allow us to understand better the overall cause and effect that lie between the variables of the study (Barnham, 2015). The use of primary as well as secondary data sources is used for the current research. The primary data sources include a self-administered questionnaire (Emanuelson & Egenvall, 2014). The questionnaire consists of close-ended questions with Scale Likert Scale. The five-level Likert scale ranges from Strongly disagree to Strongly Agree, where 1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree, and 5 is Strongly Agree). The lecturers, as well as other employees from the Public Universities within Saudi Arabia, are selected and provided with the questionnaire. The respondents are required to read and take their time to fill the questionnaire to avoid errors. The reason for the questionnaire

and the research are told to the respondents, and their consent is taken before asking them to fill the questionnaire.

The target population of the study is the overall employees and lecturers working within Public Universities (i.e., 24 government universities ("Ministry of Higher Education Portal - Home 1996 - 2010," 2016)) in Saudi Arabia. King Saud University, established in 1957, is considered to lay the base of education within Saudi Arabia (Bashshur, 2004). The total number of faculty members work in Saudi universities is 80,000, out of which 33,000 were female (Al-Barjes, 2017).

Based on the total population of 80,000 (Al-Barjes, 2017) faculty members within the university level, the researcher determines the overall sample size using a 5% margin of error, 95% confidence interval, and 85% response distribution. The sample size calculated using RaoSoft (2004) is equal to 196, which is rounded to 200 respondents.

The sampling technique procedure adopted by the researcher is convenience sampling, allowing to use of non-probability sampling, which drives the sample from the population and which is more likely to represent accurate and fair outcome/results from the analysis.

This research uses a self-administered questionnaire as a research instrument. The questionnaire contains a demographic portion and an investigative question portion for the respondents. The demographic data is gathered to devise the portfolio of the respondents. In contrast, the investigative questions are devised to inquire from respondents the impact of organizational climate on the satisfaction, relationship building, and effect on retention rates. This research is conceptualized as organizational climate that was operationalized by using several items based on 22 items developed by Rogg et al. (2001), employee satisfaction - 12 items, employee relations - 4 items and employee retention - 11 items, and were measured using the 5-point Likert scale, with the total of 27 items adopted from the works of Antoncic and Antoncic (2011); and Kyndt et al. (2009). Using SmartPLS 3.2.7 software, the researcher tests the relationship/effect of the independent variable on the dependent variables.

4. RESULT

4.1 ANALYSIS OF ASSUMPTION

The descriptive statistics help to develop an understanding of the overall demographic profile of the data. On the other hand, the regression analysis in SmartPLS is carried out to determine the relationship between the variables. The hypothesis testing is done using the regression analysis that helps to reach out to specific discussion as well as to reach to the conclusion for the research.

Table 1: Reliability Statistics

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Relations (ERE)	0.854	0.911	0.899	0.693
Employee Retention (ERT)	0.908	0.915	0.923	0.524
Employee Satisfaction (ES)	0.909	0.915	0.923	0.501
Organizational Climate (OC)	0.965	0.969	0.968	0.586

Reliability testing is carried out using SmartPLS. The analysis of the reliability helps to set the

base for the overall analysis as the for reliability test Cronbach's alpha value must be higher than .70 to use for hypothesis testing. The reliability analysis using SPSS identifies that Cronbach's alpha values for the forty-nine questions are ranged from 0.854 to 0.965 (i.e., higher than .70), Table 1.

4.2 DESCRIPTIVE ANALYSIS

The results are gathered using statistical techniques, including descriptive statistics and the regression analysis. The descriptive statistics help to summaries the demographic data using SPSS version 20. Frequency distribution, along with pie charts, is derived to determine the overall responsibility for the demographic data.

The Age table and graph helps to identify that there is a mixed age of respondents selected from the current research. The majority of people are from the age group of 26-35 years - 27.5%, followed by 15-25 years - 25.5%, 36-45 years - 25.0%, and more than 40 years, 22%.

Table 2: Descriptive Statistics (Age)

Age	Frequency	Percent
Below than 25 years	51	25.5
26-35 years	55	27.5
36-45 years	50	25.0
More than 45 years	44	22.0
Total	200	100.0

The graph helps to determine that the majority of respondents for the research study are either married or not married (i.e., 47.5% and 46% respectively). Following that, only 6% of respondents have a relationship, whereas only one respondent is divorced.

Table 3: Descriptive Statistics (Marital Status)

Marital Status	Frequency	Percent
Single	42	46.0
Married	145	47.5
Divorced	1	.5
In a Relationship	12	6.0
Total	200	100.0

Table 4 helps to identify that a majority of faculty staff earns in between 10,001 to 20,000 Saudi Riyals that is 39.5%, followed by earnings of SR 5,000 to SR 10,000, and respondents with salaries/ income higher than SR 20,000. This shows that the lecturers and other staff members are paid a handsome amount of money for their efforts.

Table 4: Descriptive Statistics (Income)

Income	Frequency	Percent
SR 5,000-SR 10,000	62	31.0
SR 10,001-SR20,000	79	39.5
More than SR 20,000	59	29.5
Total	200	100.0

Table 5 represents the experience of lecturers and other staff members in years shows that the highest experience among the lecturers and other employees is 4-5 years (28 percent), 1-3 years

(27.5%), more than 7 years (24.5%), and 5-7 years (20%).

Table 5: Descriptive Statistics (Experience In Years)

Experience (years)	Frequency	Percent
1-3 years	55	27.5
4-5 years	56	28.0
5-7 years	40	20.0
more than 7 years	49	24.5
Total	200	100.0

4.3 STRUCTURAL PATH ANALYSIS

The structural path analysis is carried out using SmartPLS software and helps to derive outcomes that are easily editable and converted to easily assessable data sources. The structural path analysis is carried out to determine the effect of organizational climate (OC) on the satisfaction, relationship, and retention of employees and lecturers. The outcomes from the regression are given.
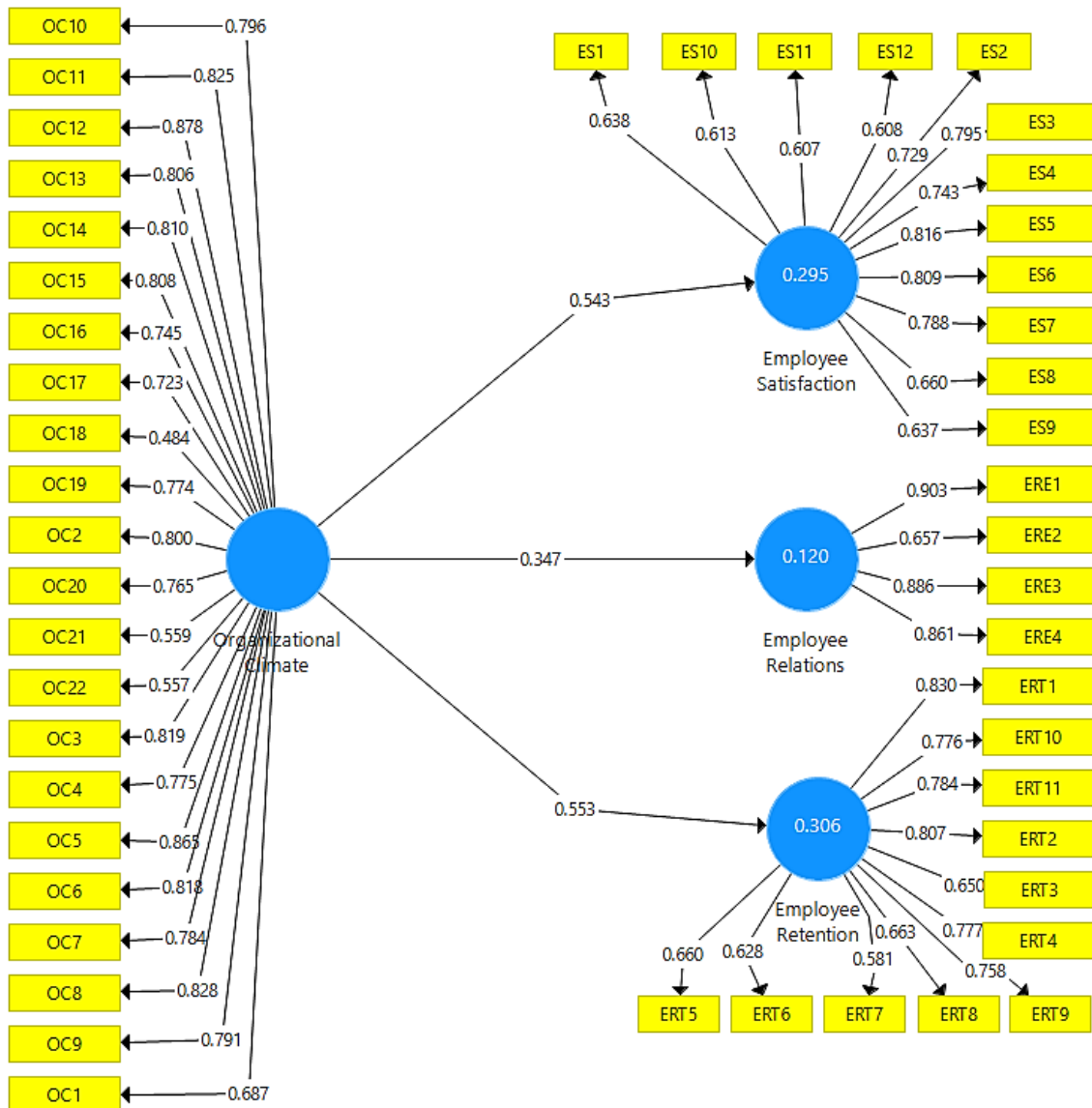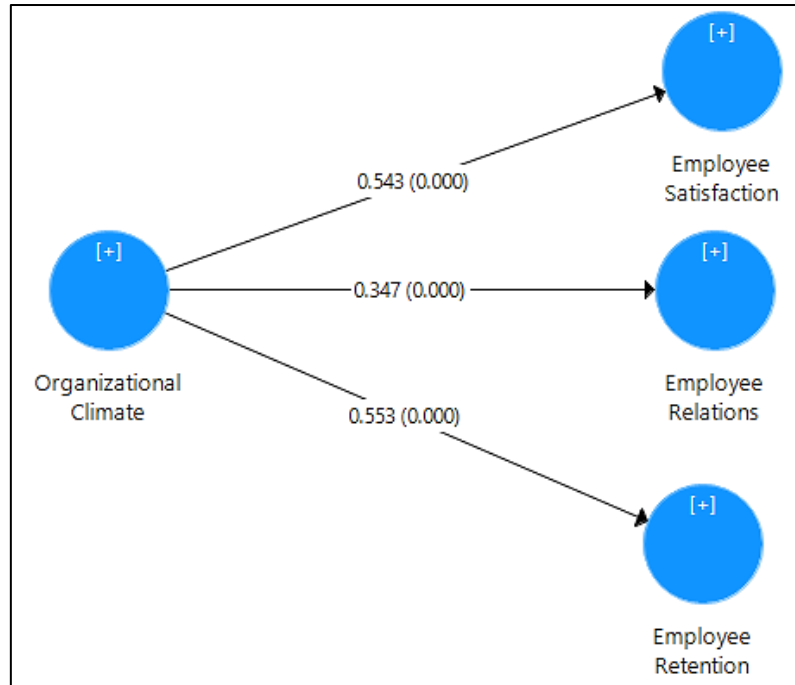

OC: Organizational Climate; ES: Employee Satisfaction;
ERE: Employee Relationships; ERT: Employee Retention

Figure 1: PLS algorithm results

Table 6: Structural path analysis result

	Relationship	Std.Beta	Std.Error	t- value	p- value	Decision	R²	f²	Q²	VIF
H1	OC →ES	0.534	0.046	11.694	0.000	Supported	0.33	0.049	0.175	1.366
H2	OC → ERE	0.347	0.068	5.090	0.000	Supported	0.27	0.366	0.161	1.000
H3	OC → ERT	0.553	0.055	9.976	0.000	Supported		0.212		1.366

Figure 2: Structural path analysis result.

As shown in Table 6 and Figure 1, the outcomes from the structural path analysis show that Organizational climate significantly predicts Employee Satisfaction. Thus, H1 is accepted with ($\beta = 0.534$, t = 11.697, p <0.00). Likewise, Organizational climate significantly predicts Employee Relationships. Hence, H2 is supported ($\beta = 0.347$, t = 5.090, p <0.000). These are similar to Organizational climate which found significantly influence Employee Retention. Hence, H3 is supported ($\beta = 0.553$, t = 9.976, p <0.000).

To further analyze the results, the Significance and the Coefficient values are analyzed and interpreted. The analysis of the structural path analysis and values of significance and coefficient helps to identify that all the relationships are significant since these are less than the standard value of the importance of .05. Moreover, the outcomes also help to recognize that the Retention of employees is majorly effected with the adoption of positive organizational culture, followed by the improvement in overall satisfaction among lecturers and employees. Finally, it can also be stated that the relationships of the employees as well as for the lecturers is improved and inclined with the adoption of a positive and productive organizational climate.

5. DISCUSSION

Organizational climate has a significant impact on the outcomes of human resources as it determines the practices of values and assumptions within an organization. Organizational climate is the way people employees the culture of the organization, which directly has an impact on their

working environment and is a critical factor in determining whether the employee likes his or her job or dislikes it (Balouch and Hassan, 2014). Based on it, it is easy to determine the level of employee satisfaction between the employees. Employee satisfaction is an integral element of an organization and is dependent upon the organizational climate. According to McMurray and Scott (2013), OC is vital in determining the employee satisfaction level within the organization.

Employee relation is vital for the success of the company as with a healthy environment, the performance of the employees will increase, having a positive impact on the performance of the company (Hanaysha, 2016). The organizational climate helps to provide a better relationship between employees so that they can work together as a team. Also, Randhawa and Kaur (2014) state that the organizational climate plays a vital role in creating a healthy atmosphere for the employees to work together that leads develop better employee relations.

Organizational culture and organizational climate determine what employees consider their workplace. The workplace environment and the individual employee interaction determine the behaviour and attitude of the employee, which is directly linked with the employee turnover rate (Kasekende, et al. 2013). Similarly, Erasmus, et al. (2015) demonstrates that organizational climates impact employee retention because the decision to associate with a company is dependent upon the working environment.

Based on the results from the structural path analysis, the hypothesis of the research is all accepted since there is statistical proof that organizational climate can be beneficial to improve employee satisfaction, employee relationship, and employee retention. The outcomes of the research help to identify that the most significant effect is on employee retention as the companies can improve the retention rates, followed by improving the satisfaction among employees, and employee relations.

6. CONCLUSION

Based on the quantitative analysis of the effect of organizational climate on the HR outcomes (including employee satisfaction, relationships between employees, and employee retention), it is concluded that there is a significant effect of organizational climate on overall HR outcomes. It is noticeable that employee retention is the factor that is majorly and most significantly affected by the adoption of a productive organizational environment within the universities. Along with that, the organizational climate can have a positive impact on improving employee relationships and finally to increase the level of employee satisfaction. Organizational culture is considered to play a significant role and, therefore, is a crucial component/ variable for the Public Universities. It can be stated that the management of universities can adjust the organizational culture to improve satisfaction, retention rates, and further enhance the relationship among employees.

From the result, Saudi Arabia universities must further improve the organizational climate to be positive as it can lead to improve the retention rates the most as well as to enhance the relationship and to raise the level of employee satisfaction. All this can help to enhance the overall university level performance as well as can help to provide an opportunity to strategically improve the personal/ employee level performance (Danish, et al. 2015). From the outcomes, future research can be undertaken with a bigger sample size to reach a more generalized result.

Moreover, the management of the universities can also be interviewed to get a more specific outcome. Finally, the researchers can also use a qualitative or mixed approach to gain an in-depth outcome.

7. DATA AND MATERIAL AVAILABILITY

Information regarding this study is available by contacting the corresponding author.

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