

**Decoding Organizational Climate: Its Impact on Job Satisfaction In  
NADRA, Pakistan's Public Sector**

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**Abstract**

This study examines the influence of organizational climate on job satisfaction among employees of NADRA in Khyber Pakhtunkhwa, Pakistan. In today's competitive environment, organizations are increasingly focusing on creating a supportive and motivating workplace to enhance employee performance and retention. The purpose of this research is to analyze how different dimensions of organizational climate—namely structure, responsibility, rewards, and support—affect employees' level of job satisfaction.

A quantitative research approach was adopted, and data were collected from 240 employees working in different NADRA zones, including Mansehra and Abbottabad. A structured questionnaire based on a five-point Likert scale was used to gather responses. The data were analyzed using descriptive statistics, correlation, and regression techniques to determine relationships between variables.

The findings reveal that organizational climate has a significant impact on job satisfaction. Specifically, responsibility, rewards, and support show a strong positive relationship with job satisfaction, indicating that employees feel more satisfied when they are empowered, fairly rewarded, and supported by their organization. In contrast, organizational structure demonstrates a negative relationship, suggesting that rigid rules and lack of flexibility can reduce employee satisfaction.

The study concludes that a positive and flexible organizational climate plays a critical role in enhancing employee satisfaction and overall organizational effectiveness. The results provide valuable insights for policymakers and managers to improve workplace conditions and foster a more productive and engaged workforce in the public sector.

**Keywords:** Organizational Climate, Job Satisfaction, NADRA, Public Sector, Responsibility, Rewards, Support, Structure, Employee Performance

## **Introduction**

### **1.1 Background of the Study**

In the modern era, organizations are operating in highly competitive environments where continuous improvement and adaptability are essential for survival (Nair, 2006). The working environment of an organization is influenced by both internal and external factors, which shape employees' attitudes and behaviors (Punia et al., 2014). Every organization has a unique climate that reflects its management style, structure, and operational practices (Gray, 2007).

Organizational climate is formed through various elements such as structure, reward systems, job involvement, and leadership behavior, which collectively influence employees' perceptions (Punia et al., 2014). A positive working climate plays a crucial role in enhancing employee performance and ensuring organizational success (Gray, 2007). Employees who are well-informed about organizational policies and procedures tend to feel more valued and engaged in their work (Gray, 2007).

Human resources are considered the most valuable asset of any organization, as they directly contribute to productivity and performance outcomes (Imran et al., 2015). When employees are treated unfairly or experience discrimination, their motivation decreases, leading to lower commitment and reduced organizational performance (Imran et al., 2015). Therefore, maintaining a fair and supportive environment is essential for achieving high levels of job satisfaction.

In diverse workplaces, employees come from different cultural and social backgrounds, making it necessary for organizations to create an inclusive and supportive work environment (Gray, 2007). A friendly and cooperative environment encourages employees to contribute effectively toward organizational goals (Gray, 2007). Organizational climate differs from organizational culture, as climate is more flexible and influenced by management practices, whereas culture is deeply rooted and stable (Gerber, 2003).

Job satisfaction is a multidimensional concept that includes both intrinsic and extrinsic factors (Rose, 2001). Intrinsic factors relate to personal fulfillment, such as achievement and recognition, while extrinsic factors include salary, job security, and working conditions (Rose, 2001). Additionally, demographic factors such as age, gender, education, and experience also influence job satisfaction (Telman & Unsal, 2004). Organizational climate represents employees' shared perceptions regarding policies, procedures, and workplace practices (Gerber, 2003).

### **1.2 Problem Statement**

Organizational climate plays a significant role in shaping employee satisfaction. Factors such as structure, rewards, responsibility, and support directly impact how employees feel about their jobs. However, inadequate attention to these factors can result in dissatisfaction and reduced organizational performance. This study aims to explore how these dimensions influence job satisfaction among NADRA employees.

### **1.3 Research Questions**

1. How does overall organizational climate affect job satisfaction?
2. What is the relationship between organizational structure and job satisfaction?
3. How does responsibility influence employee satisfaction?
4. What role do rewards play in determining job satisfaction?
5. How does organizational support affect employees' satisfaction levels?

### **1.4 Research Objectives**

- To analyze the relationship between organizational climate and job satisfaction
- To examine the effect of organizational structure on job satisfaction
- To assess the impact of responsibility on employee satisfaction
- To evaluate the influence of rewards on job satisfaction
- To determine the role of support in shaping job satisfaction

### **1.5 Significance of the Study**

This study contributes to understanding how workplace conditions influence employee satisfaction, particularly in Pakistan where limited research exists in this area. The findings will help organizations improve their management practices, create supportive environments, and enhance employee productivity.

## **2. Literature Review**

Job satisfaction is defined as the overall evaluation and emotional response of employees toward their job roles and work environment (Grover et al., 2013). It reflects the extent to which employees feel fulfilled and satisfied with their work responsibilities and organizational conditions (Sempane et al., 2002). Job satisfaction is also influenced by the rewards employees receive and their perception of fairness in the workplace (Schneider & Snyder, 1974).

Employees tend to experience higher job satisfaction when they are provided with meaningful work, opportunities for growth, and supportive working conditions (Ahmad et al., 2018). When employees perceive their work as challenging and engaging, their motivation and satisfaction levels increase (Ahmad et al., 2018). Conversely, unfavorable working conditions and lack of support can reduce employee satisfaction and performance.

Research indicates that job satisfaction is influenced by both intrinsic and extrinsic factors (Castro & Martins, 2010). Intrinsic factors include personal achievement, recognition, and responsibility, while extrinsic factors involve salary, promotion, and organizational policies (Lawler, 1976). These factors collectively determine how employees perceive their work and their level of satisfaction.

Organizational climate is a significant factor affecting job satisfaction, as it shapes employees' perceptions of their work environment (Forhand & Gilmer, 1964). It includes elements such as organizational policies, leadership behavior, and interpersonal relationships (Gerber, 2003). A positive organizational climate promotes

cooperation, trust, and employee engagement, whereas a negative climate leads to dissatisfaction and poor performance (Bowen & Ostroff, 2004).

Studies have shown that organizational climate is directly related to employee behavior, productivity, and satisfaction levels (Tsai, 2014). Employees working in supportive environments are more likely to feel motivated and committed to their organization (Tsai, 2014). Furthermore, a positive work climate enhances employees' emotional well-being and reduces turnover intentions (Rafferty & Griffin, 2009).

The relationship between organizational climate and job satisfaction has been widely studied, with findings indicating a strong positive association between the two variables (Castro & Martins, 2010). A favorable climate encourages employees to perform better and remain loyal to their organization (Treputtarat & Tayiam, 2014). On the other hand, poor working conditions negatively affect employee satisfaction and performance (Erro-Garces & Ferreira, 2019).

Organizational climate consists of several dimensions, including structure, responsibility, rewards, and support (Litwin & Stringer, 1968). Organizational structure refers to the level of rules and procedures within the organization, which can either enhance or restrict employee autonomy (Roberson & Bean, 1998). Rigid structures often lead to frustration and lower job satisfaction (Lait & Wallace, 2002).

Responsibility refers to the degree of authority given to employees to make decisions independently (Kaye & Jordan-Evans, 1999). Employees who are given greater responsibility tend to feel more confident and satisfied with their jobs (Muchinsky, 1976). This sense of empowerment positively influences their performance and motivation.

Rewards play a crucial role in determining job satisfaction, as employees expect fair compensation for their efforts (Parasuraman, 1987). A well-designed reward system motivates employees and enhances their commitment to the organization (Campbell et al., 1970). Both financial and non-financial rewards contribute to employee satisfaction (Thai et al., 2013).

Support from supervisors and colleagues is another important factor influencing job satisfaction (Lara et al., 2012). Employees who receive adequate support are more likely to feel valued and satisfied with their work (Deshpande, 1996). A supportive work environment promotes collaboration, reduces stress, and improves overall organizational performance.

In conclusion, the literature strongly suggests that organizational climate is a key determinant of job satisfaction. Organizations that focus on improving workplace conditions, providing fair rewards, and fostering supportive relationships are more likely to achieve higher employee satisfaction and productivity.

### 2.1 Job Satisfaction

Job satisfaction refers to the level of contentment employees feel regarding their work and overall job experience (Grover et al., 2013). It reflects how individuals perceive their job roles, responsibilities, and work environment (Sempane et al., 2002). Employees who experience satisfaction tend to be more productive, motivated, and committed to their organization (Ahmad et al., 2018).

Job satisfaction is influenced by various factors, including work conditions, relationships with colleagues, compensation, and opportunities for growth (Castro & Martins, 2010). It is both an emotional and cognitive response to one's job, shaped by individual expectations and organizational conditions (Schneider & Snyder, 1974).

Intrinsic factors such as achievement and recognition contribute to internal satisfaction, while extrinsic factors like salary and job security fulfill external needs (Lawler, 1976). A balance between these intrinsic and extrinsic factors is essential for achieving overall job satisfaction (Robbins, 2003). Research shows that satisfied employees are less likely to leave their jobs and more likely to contribute positively to organizational goals and performance (Rafferty & Griffin, 2009).

## 2.2 Organizational Climate

Organizational climate refers to employees' shared perceptions of workplace policies, practices, and procedures within an organization (Forhand & Gilmer, 1964). It shapes how employees interact with each other and perform their tasks in the workplace (Gerber, 2003).

A positive organizational climate fosters trust, cooperation, and innovation among employees, while a negative climate leads to dissatisfaction and poor performance (Bowen & Ostroff, 2004). Organizational climate is dynamic in nature and is influenced by leadership style, communication patterns, and management practices (Tsai, 2014).

## 2.3 Relationship Between Organizational Climate and Job Satisfaction

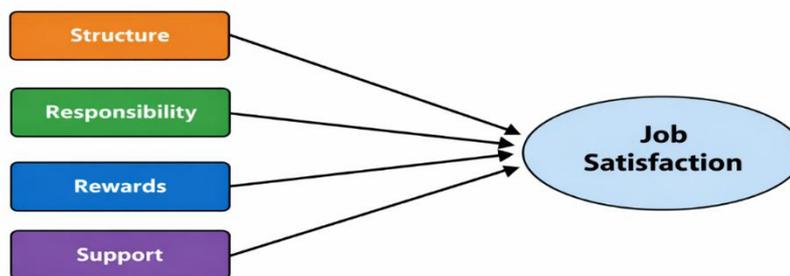
Numerous studies have established a strong link between organizational climate and job satisfaction, indicating that workplace environment plays a crucial role in shaping employee attitudes (Castro & Martins, 2010). A supportive and flexible work environment enhances employee satisfaction, whereas rigid and unsupportive conditions reduce motivation and engagement (Treputtarat & Tayiam, 2014). Employees working in a positive organizational climate feel valued and respected, which leads to higher levels of engagement, commitment, and productivity (Rafferty & Griffin, 2009). Conversely, poor climate conditions can result in stress, absenteeism, and increased employee turnover (Erro-Garces & Ferreira, 2019).

## 2.4 Dimensions of Organizational Climate

This study focuses on four key dimensions of organizational climate as identified in previous research (Litwin & Stringer, 1968), namely structure, responsibility, rewards, and support. Structure refers to the organizational rules, policies, and hierarchy that guide employee behavior, where rigid structures often reduce employee satisfaction due to limited flexibility, while more flexible structures enhance autonomy and motivation (Litwin & Stringer, 1968; Lait & Wallace, 2002). Responsibility indicates the degree of freedom employees have in decision-making and performing their tasks, and higher levels of responsibility lead to greater satisfaction, confidence, and a stronger sense of ownership among employees (Kaye & Jordan-Evans, 1999; Muchinsky, 1976). Rewards include both financial and non-financial incentives provided to employees based on their performance, and fair, merit-based reward systems significantly increase

employee motivation, satisfaction, and organizational loyalty (Parasuraman, 1987; Campbell et al., 1970). Support represents the level of assistance employees receive from supervisors and colleagues in the workplace, and a supportive environment helps improve morale, reduce stress, and enhance overall job satisfaction (Lara et al., 2012; Deshpande, 1996).

### 2.5 Conceptual Model



*Conceptual Model of Organizational Climate and Job Satisfaction*

### 3. Research Methodology

This study adopts a quantitative research approach to examine the relationship between organizational climate and job satisfaction among employees. The research design is descriptive in nature, as it aims to analyze the existing conditions without manipulating any variables. The purpose of this study is to investigate how different dimensions of organizational climate, including structure, responsibility, rewards, and support, influence employees' job satisfaction.

The population of this study consists of employees working in NADRA centers located in four zones of Khyber Pakhtunkhwa: Mansehra Zone 1, Mansehra Zone 2, Abbottabad Zone, and Kohistan Zone. From the total population, a sample of 240 employees was selected using a statistical sampling technique to ensure representation from all zones. The sampling method ensured that each employee had an equal chance of being included in the study.

Data for this research was collected through a structured questionnaire. The questionnaire was based on previously validated instruments to ensure reliability and accuracy. A five-point Likert scale was used to measure responses, ranging from strongly disagree to strongly agree. The questionnaire included items related to job satisfaction and the four dimensions of organizational climate.

For data analysis, statistical tools were used, including descriptive statistics, correlation analysis, and regression analysis. Descriptive statistics were used to summarize the characteristics of the data, while correlation analysis helped in identifying the strength

and direction of relationships between variables. Regression analysis was conducted to examine the impact of independent variables (organizational climate dimensions) on the dependent variable (job satisfaction).

Ethical considerations were strictly followed during the research process. The confidentiality and anonymity of respondents were ensured, and participation was voluntary. Respondents were informed about the purpose of the study, and their consent was obtained before data collection.

#### 4. Results

**Table 1: Respondents' Ages**

Age (Years)	Employees	Percentage
20-29	33	14
30-39	75	31
40-49	91	38
50 and more	41	17
<b>Total Employees</b>	<b>240</b>	<b>100</b>

**Table 2: Respondents' Gender**

Gender	Employees	Percentage
Male	197	82
Female	43	18
<b>Total</b>	<b>240</b>	<b>100%</b>

**Table 3: Education of Respondents**

Education	Employees	%
Matric	32	13
Graduates	133	56
Post Graduate	75	31
<b>Total</b>	<b>240</b>	<b>100</b>

**Table 4: Descriptive Statistics**

Variable	Mean	Standard Deviation
Structure	2.58	0.61
Responsibility	4.28	0.36
Rewards	4.21	0.46
Support	4.22	0.37
Job Satisfaction	4.20	0.41

**Table 5: Correlation Analysis**

Variables	JS	STR	RES	REW	SUP
Job Satisfaction	1	-0.398	0.750	0.566	0.611
Structure	-0.398	1			
Responsibility	0.750		1		
Rewards	0.566			1	
Support	0.611				1

**Table 6: Regression Results**

Variable	Beta Value	Significance
Structure	-0.398	0.029
Responsibility	0.750	0.000
Rewards	0.566	0.000
Support	0.611	0.000

**Table 7: Model Summary**

R Value	R Square	Adjusted R Square
0.648	0.419	0.417

### 5 Conclusions

This study concludes that organizational climate has a strong and significant impact on job satisfaction among employees. A positive and supportive work environment enhances employees' motivation, commitment, and overall performance. The findings reveal that responsibility, rewards, and support are positively associated with job satisfaction, indicating that employees feel more satisfied when they are trusted, rewarded fairly, and supported by their organization. On the other hand, organizational structure shows a negative relationship with job satisfaction, suggesting that rigid rules and lack of flexibility reduce employee satisfaction. Overall, the study highlights the importance of creating a balanced and employee-friendly organizational climate to achieve better performance outcomes.

### 6 Recommendations

Based on the findings of this study, it is recommended that organizations should focus on developing a flexible and supportive work environment. Management should reduce unnecessary rigidity in organizational structure and allow employees greater participation in decision-making processes. Providing employees with more responsibility can enhance their confidence and satisfaction. Organizations should also implement fair and transparent reward systems to recognize employees' efforts and achievements. Additionally, building a supportive culture where supervisors and colleagues cooperate and assist each other can significantly improve job satisfaction. Training programs and leadership development initiatives can further strengthen organizational climate and employee engagement.

### 7 Future Limitations

Although this study provides valuable insights, it has certain limitations. The research is limited to NADRA employees in specific zones of Khyber Pakhtunkhwa, which restricts the generalizability of the findings to other regions or industries. The use of a cross-sectional design limits the ability to observe changes over time, as employee perceptions may vary due to organizational or environmental changes. Furthermore, the study focuses only on four dimensions of organizational climate, while other factors such as leadership style, job stress, and employee engagement may also influence job satisfaction. Future research should consider using longitudinal approaches, expanding

the geographical scope, and including additional variables to provide a more comprehensive understanding of the topic.

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