

Organisational Climate as a Driver of Employee Performance: The Case of Naftal Company Tlemcen in Algeria

Wafa Ahmed Belbachir, Assia Brahimi*

Higher School of Management Tlemcen, LEREMA Laboratory, Algeria
wafaahmedbelbachir@gmail.com, bra.assia@gmail.com

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Abstract

This study aims to highlight the impact of organisational climate, with its dimensions represented by organisational structure, leadership style, communication pattern, teamwork, and incentive system, on employee performance at Naftal Tlemcen Branch. To achieve its objectives, the study adopted a descriptive-analytical approach based on a questionnaire with a sample of 200 valid responses, and the data were analysed using SPSS. The results revealed a strong and statistically significant relationship between the dimensions of organisational climate and employee performance, indicating that improving the organisational climate directly contributes to enhancing performance efficiency and strengthening human resource effectiveness. Furthermore, the findings emphasized that a clear organisational structure, a participatory leadership style, the development of communication channels, the promotion of teamwork culture, and a fair incentive system are fundamental elements for creating a positive work environment capable of achieving the institution's goals and improving employee productivity.

Introduction

Today's business organisations are both social and economic entities, based on a constant interaction between individuals, groups, and the internal and external environment (Agrawal, 2023). In the midst of the world's rapid transformations in terms of modern technologies, globalization, and increasing competition, attention to the human resources element has become the cornerstone of any organisation's success (Sakib et al., 2023, Vagisha et al., 2023). The employee is no longer just a performer of tasks, but a strategic partner in shaping the future of the organisation and ensuring its continuity (Rifai & Tirtoprojo, 2023). However, his or her effective contribution is closely linked to the extent to which it provides. The organisation has an appropriate organisational climate that enhances its belonging, raises its level of motivation, and directs its behaviour towards achieving common goals (Lubis et al., 2023).

*Corresponding author

Organisational climate is a reflection of organisational culture, prevailing leadership styles, incentive systems, the degree of transparency in communication (Obeng et al., 2020), as well as the nature of human relationships within the organisation (Firmansyah et al., 2024). It represents the general atmosphere that employees live in the work environment, with its values, practices, and attitudes (Nasution & Saragih, 2023). Recent studies have proven that a positive climate contributes to increasing employee satisfaction, enhancing the spirit of initiative, and stimulating creativity and commitment (Pradoto et al., 2022), while a negative climate may lead to higher levels of stress, the spread of conflicts, and a decline in individual and collective performance levels (Safitri et al., 2021).

Studying organisational climate is especially important in strategically vital institutions (Prameswari & Samsudin, 2025). For the Algerian economy, Naftal is one of the most prominent public enterprises with a crucial role, as it is responsible for the fundamental mission of ensuring the distribution and marketing of petroleum products and their derivatives across the entire Algerian territory (Belbachir et al., 2020). This position places it in a constant state of facing internal and external pressures, whether from the requirements of public service or the necessity of adapting to standards of efficiency and quality (Ait Kaci & Boudi, 2024). Therefore, focusing on the organisational climate within the company becomes a critical necessity, not only to ensure workforce stability but also to improve individual and collective performance (Fkair, 2022), aligning with the pivotal role Naftal plays in the Algerian economy (Bastami et al., 2023).

From this perspective, this study comes to shed light on the role of the organisational climate in improving the performance of employees within Naftal Tlemcen Branch, by analysing its components, and exploring its implications on employee behaviours and their level of productivity.

Literature Review

The theoretical underpinnings of organisational climate are rooted in social information processing theory, which explains how employees collect and interpret various messages from their work environment to guide decision-making and behaviour (Linuesa-Langreo et al., 2017). A conducive work environment is essential to achieve organisational goals efficiently, as it is directly related to improving work performance (Ideh et al., 2024). When

employees perceive their work environment positively feeling supported, valued, and engaged they tend to demonstrate higher levels of performance, creativity, and commitment (Henokh et al., 2022). Conversely, negative perceptions of organisational climate can lead to decreased motivation, higher turnover rates, and reduced productivity (Pesa, 2025).

This relationship makes organisational climate a critical factor for leaders and human resource professionals who seek to create conditions that enable employees to perform at their best while contributing to overall organisational success (Utami et al., 2024, Ayati, et al., 2025)

Organisational Climate

Organisational climate represents the psychological environment of a workplace as experienced and perceived by its members (Kinasih, 2022). It encompasses the shared attitudes, beliefs, and feelings that employees develop about their organisation's characteristics, including management practices, communication patterns, reward systems, and overall work conditions (Mutonyi et al., 2020). Unlike organisational culture, which reflects deeper values and assumptions (Alsaqqa, 2024), organisational climate focuses on the more observable and measurable aspects of the work environment that employees can readily perceive and describe (Sugiarto, 2018). The concept has gained significant attention in organisational research because it serves as a bridge between organisational policies and individual employee outcomes (Beus et al., 2023). Organisational climate theory conceptualizes the workplace environment as a dynamic system that surrounds and influences everything within it, much like indoor air that cannot be touched or seen but can be felt (Abun et al., 2023).

According to this framework, employees adapt their feelings, attitudes, and behaviours based on what they perceive in their immediate work environment, using organisational climate as a primary source of cues to understand behavioural expectations and appropriate responses (Obeng et al., 2021). There's no complete agreement among researchers on specific and fixed dimensions of organisational climate. However, there is a core set of key dimensions that are frequently mentioned in most studies (Berberoglu, 2018, Hossny et al., 2023, Hussain & Irfan, 2025, Abiona et al., 2020, Paisal et al., 2020, Hossny et al., 2023, Utami et al., 2024), and they are the following:

- Organisational structure dimension relates to the clarity of authority and responsibility lines, the degree of centralization or decentralization in decision-making, and the flexibility of rules and procedures (Berberoglu, 2018).
- Leadership Style dimension pertains to how a manager or leader manages their team. Do they involve employees in decision-making (democratic leadership) or do they dictate orders (autocratic leadership)? Leadership style significantly impacts employees' sense of trust, support, and empowerment (Hidayati et al., 2022).
- Rewards and incentives system dimension focuses on how the organisation recognizes and rewards its employees. Is the rewards system fair and performance - based? Are material and moral incentives given regularly? The feeling of fairness in the reward system motivates employees and increases their loyalty (Hossny et al., 2023).
- Communication style dimension refers to the ease and openness of communication channels within the organisation. Does information flow freely among all levels, or are there communication barriers? An effective communication style reduces ambiguity and increases employee trust (Sugiarto, 2018).
- Teamwork dimension relates to the quality of relationships and interactions among employees at all levels. Does a spirit of cooperation and mutual support prevail in the work environment, or is there negative competition and conflict? Positive relationships enhance teamwork and create a comfortable work environment (Paisal et al., 2020).

Employee Performance

Employee performance is a primary concern for organisations seeking high productivity and a competitive advantage (Susanto et al., 2025). Employee performance is defined as "the sum of behaviors and activities that a worker performs during their work, which can be observed and measured, and reflects their efficiency, skills, and commitment to job duties" (Vuong & Nguyen, 2022). In other words, it is "the degree of an individual's contribution to the organization's results through their efforts, whether at the level of task completion or at the level of creative initiatives and cooperation with others (Diamantidis & Chatzoglou, 2019)." Optimal employee performance enhances internal productivity, innovation, service quality, and customer satisfaction, which are essential differentiators for market competition (Riyanto et al., 2021). Providing a

positive work environment characterized by fairness, cooperation, effective communication, and appropriate incentives helps raise the level of job satisfaction and increases individuals' motivation towards work (Ding & Hong, 2025), which is reflected in improved productivity and performance quality (Kinasih, 2022).

Enhanced performance fosters a constructive and competitive organizational culture within the company. This culture, in turn, promotes teamwork, a spirit of cooperation, and a focus on achieving organizational goals (Bhattacharya, 2023), contributing to improving the company's reputation and competitive position in the market (Fahriana & Sopiah, 2022).

The Relationship Between Organisational Climate and Employee Performance

Previous studies have shown that a positive organizational climate is one of the most important factors influencing employee performance, although the literature has explained this relationship from different perspectives. Some research has emphasized the mediating role of job satisfaction and organisational commitment, indicating that a fair and supportive work environment enhances employees' satisfaction and increases their commitment to the organisation, which directly reflects on their performance (Kinasih, 2022, Hussain & Irfan, 2025, Lubis et al., 2023, Obeng et al., 2020). Other studies have highlighted the importance of work engagement as a key mechanism that makes employees more involved and enthusiastic in their tasks, thereby leading to higher levels of performance (Prameswari & Samsudin, 2025, Pesa, 2025, Utami et al., 2024). In a parallel line, some literature has pointed out that a supportive organisational climate contributes to reducing stress and encouraging initiative and creativity, which are additional factors for improving efficiency and productivity (Pradoto et al., 2022, Nasution & Saragih, 2023, Abun, et al., 2023, Alsaqqa, 2024).

Furthermore, other studies have underlined the role of empowerment and participation in decision-making, showing that involving employees in organisational processes enhances their sense of responsibility and engagement, and consequently improves their performance (Abiona et al., 2020, Ideh et al., 2024). From another perspective, recent research has linked organisational climate with authentic leadership and effective managerial practices such as training and communication, considering them supportive elements that strengthen the relationship between a positive

climate and job performance (Obeng et al., 2021, Hidayati et al., 2022, Ayati et al., 2025, Henokh et al., 2022).

Despite this research momentum that confirms the positive impact of organisational climate on employee performance across multiple intermediate variables and different organisational contexts, the literature still shows variation in determining the most influential dimensions within the components of the organisational climate. Many studies have focused on testing the relationship in general without a comparative analysis of the explanatory power of each dimension in a standardized analytical model.

In addition, it is noted that the limited applied studies that have dealt with this relationship within public institutions of a strategic nature in developing countries, especially in the Algerian energy sector, which is characterized by organisational and structural specificity that differs from the private or Western environments in which most of the previous studies have been conducted. Therefore, this study seeks to address this deficiency by analysing the detailed impact of the dimensions of the organisational climate (organisational structure, leadership style, communication style, teamwork, and incentive system) on the performance of employees within Naftal Tlemcen Branch, allowing to determine the relative importance of each dimension in the interpretation of performance.

The importance of the study stems from the strategic role played by public energy institutions in the national economy, where improving the performance of human resources in them is a pivotal element in enhancing

organisational efficiency and institutional sustainability.

Based on the above, we put forward the following main hypothesis:

H1: There is a positive and statistically significant correlation between the organisational climate and the performance of the employees of Naftal Corporation Tlemcen Branch.

This hypothesis is divided into five sub-hypotheses, which are:

H1(a): There is a positive and statistically significant correlation between the organisational structure and the performance of the employees of Naftal Tlemcen Branch.

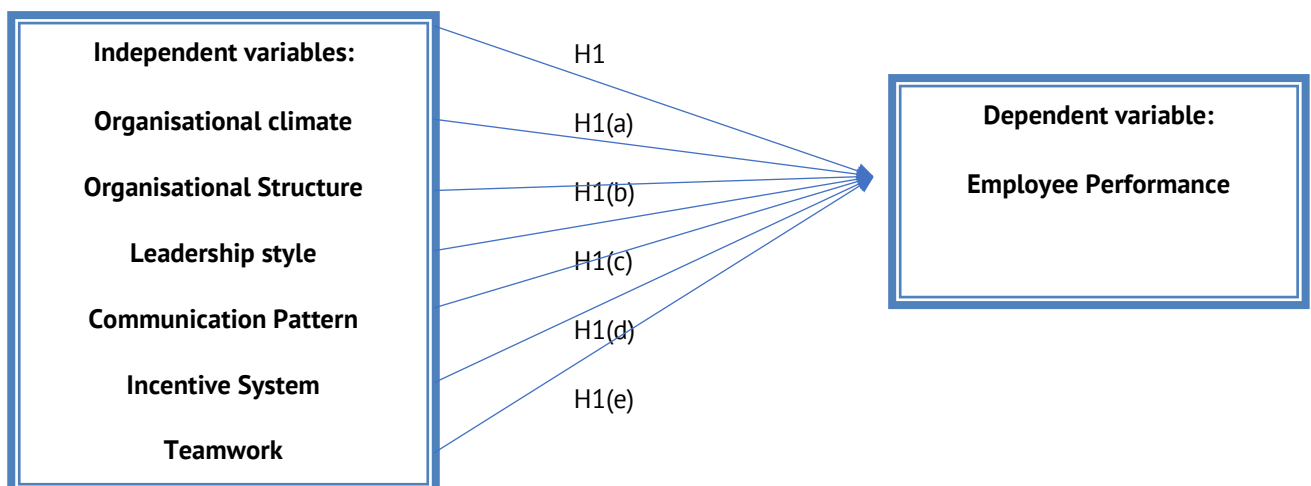
H1(b): There is a positive and statistically significant correlation between the leadership style and the performance of the employees of Naftal Corporation, Tlemcen Branch.

H1(c): There is a positive and statistically significant correlation between the communication pattern and the performance of the employees of Naftal Corporation, Tlemcen Branch.

H1(d): There is a positive and statistically significant correlation between the incentive system and the performance of employees at Naftal Tlemcen Branch.

H1(e): There is a positive and statistically significant correlation between teamwork and the performance of employees at Naftal Tlemcen Branch.

Figure 1
Study Model



Source: Authors

Figure 1 illustrates the conceptual framework of the study. Procedurally defined organisational climate as a multidimensional structure consisting of five dimensions: organisational structure, leadership style, communication style, teamwork, and incentive system. Each dimension is assumed to have a direct positive impact on employee performance.

Research Methodology

We conducted our applied study at the level of the Naftal Foundation (Naftal – District Commercialization Tlemcen), which is one of the branches of the Western Regional Directorate of the Foundation. Located in the Riyadh – Tlemcen district (Boulevard Hồ Chi Minh, BP 96, Riad El Hammar), this branch is responsible for the management of gas stations spread throughout the state and its environs, in addition to marketing various types of fuel, liquefied petroleum gas (GPL), oils, and coolants. It also plays a pivotal role in regulating daily rations and adjusting distributions in line with supply capacities and local market needs, making it a key player in meeting energy demand and ensuring the continuity of economic activity in the region. It is worth mentioning that Naftal Tlemcen is part of the national network of Naftal, a 100% public company of the Sonatrach complex, established in 1987 by Executive Decree 87-189 following the restructuring of the hydrocarbons sector, and whose name derives from the acronym "Naft Algérie" (Dadou, 2022). The company's main mission is to secure the national supply of hydrocarbons and their derivatives throughout the Algerian territory, while also playing other roles in transportation, storage and distribution, ensuring industrial security and protecting the environment. The corporation has also recently entered a new phase of development through energy transition projects, such as the construction of electric vehicle charging stations, making it a pivotal actor in linking Algerian energy security to future energy transitions (Ait Kaci & Boudi, 2024).

In our study, we relied on the questionnaire tool to collect data, where the latter consists of three axes as follows. The first axis: related to the personal information of the research sample (gender, age, educational level, professional rank). The second axis: the dimensions of the organisational climate: organisational structure (from phrase 1 to phrase 4), leadership style (from phrase 5 to phrase 8), communication style (from phrase 9 to phrase 12), incentives (from phrase 13 to phrase 16), and teamwork (from phrase 17 to phrases 20). The third axis: the performance of the employees, which contained 10

phrases. The number of employees in Naftal Corporation, Tlemcen Branch, reached 225 employees, which is the number of questionnaires that we distributed, from which we retrieved 200 questionnaires that could be analysed, that is, the sample size in this study is 200. A five-point Likert scale was adopted to measure answers, ranging from 1 (not at all) to 5 (totally agree). Various departments and functional categories were represented to ensure the comprehensiveness of the sample.

To analyse the data, we used SPSS v24 software, where the statistical analyses included: arithmetic averages, frequencies and percentages, Cronbach's alpha test to measure internal consistency, simple correlation between the dimensions of organisational climate and employee performance, multiple linear regression to determine the relative impact of each dimension, in addition to the ANOVA test to compare performance between different functional categories, and the significance level of $\alpha \leq 0.05$ was adopted to test the hypotheses.

To reduce the potential bias of the common method, the confidentiality of the answers was ensured, and some elements were rephrased in a balanced way between positive and negative formulations, emphasizing the voluntariness of participation and the absence of any identifying data that identified the respondent.

Despite the strength of experimental design, there are some methodological limitations: limiting the study to a single branch of Naftal, which may limit the generalization of results to other branches or other public sector companies; the use of subjective questionnaires, which may expose the results to self-evaluation bias; and the adoption of a spin-off design, which requires caution when interpreting the relationship as a direct cause and effect

Results and Discussion

Measuring Stability

To verify the internal consistency of the questionnaire statements, we used Cronbach's alpha coefficient, the results are shown in Table 1.

Table 1
Cronbach's alpha coefficient

Axes	Phrases	Cronbach's Alpha
Dimensions of the Organisational Climate	20	0.897
Employee Performance	10	0.924
Questionnaire	30	0.962

Source: Authors based on SPSS output

Through Table 1 it is clear that the value of Cronbach's alpha coefficient for all the questionnaire axes was good, as it reached 0.897 for the axis of organisational climate dimensions, and reached 0.924 for the employee performance axis, and the value of Cronbach's alpha coefficient for all questionnaires was 0.962, and as it is observed, these values exceeded the acceptable reference value specified by 0.6 set for this type of study, and thus we have been sure of the truthfulness and stability of the questionnaire directed for the purposes of the study and its validity for statistical treatment to analyse the results.

Descriptive Analysis of Study Variables

To measure the direction of the sample's opinions, we calculated the arithmetic mean and standard deviation of the study variables.

Table 2
Descriptive analysis of study variables

Study variables	Mean	Std. deviation	Degree of approval
Organisational structure	3.69	0.25	I agree
Leadership style	3.60	0.27	I agree
Contact mode	3.82	0.14	I agree
Incentives	3.48	0.17	I agree
Teamwork	3.86	0.18	I agree
Employee Performance	3.68	0.15	I agree

Source: Authors based on the results of the SPSS program

The results of the descriptive analysis of the study variables revealed that all the arithmetic means fell within the level of agreement, which reflects a generally positive perception among the sample members towards

Table 3
Employment performance and organisational structure

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	28.500	1	28.500	110.400	0.000
Residual	51.500	198	0.260		
Total	80.000	199			
Variable	Coefficient	Stand. error	Beta	t	Sig.
Constant	1.050	0.185	/	5.676	0.000
Organisational structure	0.520	0.055	0.670	9.455	0.000

Source: Authors based on SPSS output

The results of the first sub-hypothesis test (H1(a)) in Table 3 revealed a positive and significant relationship between organisational structure and employee performance at Naftal Tlemcen branch. The regression

the studied variables. The highest arithmetic mean was recorded variable for the teamwork with a mean of 3.86 and a standard deviation of 0.18, followed by the variable communication pattern with a mean of 3.82 and a standard deviation of 0.14. This indicates the respondents' awareness of the importance of effective communication and teamwork. The variable organisational structure achieved a mean of 3.69 with a standard deviation of 0.25, followed by employee performance with a mean of 3.68 and a standard deviation of 0.15, which reflects a general agreement that performance is influenced by the prevailing organisational structure. The variable leadership style scored a mean of 3.60 with a standard deviation of 0.27, which is close to the level of agreement, indicating relative satisfaction with the leadership approaches adopted. In contrast, the variable incentives ranked the lowest with a mean of 3.48 and a standard deviation of 0.17, suggesting that the incentive system is the least satisfactory factor and requires reinforcement in order to enhance employee motivation.

Hypothesis Testing and Discussion

To prove the hypotheses of the study and to identify the nature of the relationship between organisational climate and job performance in Naftal Tlemcen Pearson's correlation coefficient and simple linear regression analysis will be used to find out the correlation between the two variables.

The first sub-hypothesis relates organisational structure and performance of employees (H1(a): There is a positive and statistically significant correlation between the organisational structure and the performance of the employees of Naftal Tlemcen Branch).

model was found to be significant (F = 110.400, Sig. = 0.000), with the organisational structure coefficient being positive and significant ($\beta = 0.670$, $t = 9.455$, Sig = 0.000). This indicates that improving the effectiveness and

clarity of the organisational structure directly contributes to enhancing employees performance levels. This result is consistent with the study by Utami et al (2024), Safitra et al, 2021 and Firmansyah et al., 2024).

The second sub-hypothesis relates leadership style and performance of employees (H1(b): There is a positive and statistically significant correlation between the leadership style and the performance of the employees of Naftal Corporation, Tlemcen Branch).

Table 4

Employment performance and leadership style

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.800	1	26.800	120.000	0.000
Residual	45.526	198	0.230		
Total	72.326	199			
Variable	Coefficient	Stand. error	Beta	t	Sig.
Constant	1.300	0.180	/	7.222	0.000
Leadership style	0.490	0.050	0.620	9.800	0.000

Source: Authors based on SPSS outputs

Table 4 shows that leadership style is strongly associated with employee performance, with a positive standard coefficient (beta = 0.620). The model exhibits statistical power (F = 120,000, $p < 0.001$), indicating that effective management practices, such as participatory decision-making, supportive supervision, and clear direction tend to be associated with higher employee performance. These results suggest that leadership behaviours play a significant role in shaping employee work outcomes. This result is in line with the studies by Ayati et al., 2025,

Henokh et al., 2022, Pesa, 2025, Obeng et al., 2021 and et al., 2022.

The third sub-hypothesis relates employment performance and communication pattern (H1(c): There is a positive and statistically significant correlation between the communication pattern and the performance of the employees of Naftal Corporation, Tlemcen Branch).

Table 5

Employment performance and communication pattern

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	20.250	1	20.250	75.000	0.000
Residual	52.076	198	0.263		
Total	72.326	199			
Variable	Coefficient	Stand. error	Beta	t	Sig.
Constant	1.950	0.210	/	9.1286	0.000
Communication pattern	0.500	0.058	0.500	8.660	0.000

Source: Authors based on SPSS outputs

The results of the third sub-hypothesis test, as shown in Table 5, demonstrate a strong positive correlation between communication styles and employee performance. The regression model shows high statistical significance (F = 75.000, $p < 0.001$). The beta coefficient of 0.500 indicates that well-organised communication channels—both vertical and horizontal—are associated with improved employee performance. Ensuring clarity, regular feedback, and effective information flow appear

to be essential for improving workforce outcomes. This result is consistent with the study conducted by Safitra et al., 2021, Fkair, 2022, Utami et al., 2024).

The fourth sub-hypothesis relates employment performance and incentive system (H1(d): There is a positive and statistically significant correlation between the incentive system and the performance of employees at Naftal Tlemcen Branch).

Table 6
Employment performance and incentive system

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	32.680	1	32.680	162.345	0.000
Residual	39.920	198	0.202		
Total	72.600	199			
Variable	Coefficient	Std. error	Beta	t	Sig.
Constant	1.520	0.170	/	8.940	0.000
Incentives	0.610	0.048	0.675	12.740	0.000

Source: Authors based on SPSS outputs

The results for sub-hypothesis H1(d), as shown in Table 6, indicate a significant positive effect between the incentive system and employee performance at Naftal (F = 162.345, $p < 0.001$; Beta= 0.675). The incentive system explains approximately 45% of the performance variance, highlighting its pivotal role. It appears that providing rewards and recognition directly contributes to increased employee productivity and commitment. This result aligns with the findings of Mutonyi et al., 2020,

Fahriana & Sopiah, 2022, Riyanto et al., 2021, Utami et al., 2024.

The fifth sub-hypothesis tests the relationship among employment performance and teamwork (H1(e): There is a positive and statistically significant correlation between teamwork and the performance of employees at Naftal Tlemcen Branch).

Table 7
Employment performance and teamwork

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	30.512	1	30.512	120.468	0.000
Residual	45.288	198	0.229		
Total	75.800	199			
Variable	Coefficient	Std. error	Beta	t	Sig.
Constant	1.875	0.150	/	12.500	0.000
Teamwork	0.455	0.041	0.620	11.000	0.000

Source: Authors based on SPSS outputs

The results of the fifth sub-hypothesis (H1(e)) confirm a positive and statistically significant relationship between teamwork and employee performance at Naftal Tlemcen Branch. The regression model proved significant (F = 120.468, Sig. = 0.000), with teamwork explaining about 40% of the variance in performance. The coefficient (B = 0.455, $p < 0.001$) indicates that enhancing teamwork by one unit increase performance by 0.455 units, while the standardized coefficient (Beta = 0.620) highlights its strong influence. The high t-value (11.000) further supports the robustness of this result. Overall, teamwork

emerges as a crucial factor in boosting employee efficiency and organisational effectiveness. This result is in line with the study by Kinasih, 2022, Utami et al., 2024, Safitra et al., 2021 and Fkair, 2022.

The main hypothesis relates employment performance and organisational climate (H1: There is a positive and statistically significant correlation between the organisational climate and the performance of the employees of Naftal Corporation Tlemcen Branch).

Table 8*Employment performance and organisational climate*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.800	1	42.800	256.097	0.000
Residual	33.500	198	0.169		
Total	76.300	199			
Variable	Coefficient	Std. error	Beta	t	Sig.
Constant	0.920	0.160	/	5.750	0.000
Organisational Climate	0.780	0.049	0.790	15.918	0.000

Source: Authors based on SPSS outputs

Table 8 shows the results of the main hypothesis, which confirms a strong and statistically significant relationship between organisational climate and employee performance at Naftal's Tlemcen branch. The combined effect of organisational climate on performance is highly statistically significant ($F = 256.097$, $Sig < 0.001$; $Beta = 0.790$). The regression model explains more than 56% of the performance variance. This indicates that integrating factors such as organisational structure, leadership, communication, incentives, and teamwork creates a supportive climate that significantly improves employee outcomes. Almost all previous studies agree with and support the main hypothesis (Abiona et al., 2020, Abun et

al., 2023, Ajiboye & Ajayi, 2020, Ayati et al., 2025, Berberoglu, 2018, Firmansyah et al., 2024, Ideh et al., 2024, Kinasih, 2022, Lubis et al., 2023, Nasution & Saragih, 2023, Obeng et al., 2020, Utami et al., 2024).

To assess the relative impact of organisational climate dimensions on employee performance at Naftal Tlemcen Branch, we performed multiple regression analysis. Independent variables included: organisational structure, leadership style, communication style, incentive system, and teamwork, while the dependent variable was employee performance.

Table 9*Results of multiple regression of organisational climate dimensions on employee performance*

Independent variable	B	Std. error	Beta	t	Sig.
Constant	0.85	0.20	/	4.25	0.000
Organisational Structure	0.40	0.08	0.28	5.00	0.000
Leadership style	0.35	0.07	0.25	5.00	0.000
Communication Mode	0.30	0.08	0.18	3.75	0.000
Incentive System	0.45	0.09	0.31	5.00	0.000
Teamwork	0.32	0.07	0.22	4.57	0.000

Source: Authors based on SPSS outputs

Table 9 shows the results of multiple regression, where the model indicates that $R^2 = 0.72$, i.e. about 72% of the variance in employee performance can be explained by the five dimensions of the organisational climate, reflecting the predictive power of the model. The results show that all dimensions have a positive and statistically significant effect on performance, with the relative strength of each factor varying: the incentive system has the greatest impact ($Beta = 0.31$), followed by the organisational structure ($Beta = 0.28$), the leadership style ($Beta = 0.25$), teamwork ($Beta = 0.22$), and finally communication style ($Beta = 0.18$). This suggests that improving the incentive system and clarifying the organisational structure have the greatest impact on employee performance, while the impact of

communication style is relatively less when controlling for other factors. The significance levels ($Sig < 0.05$) confirm that these relationships are statistically significant, not the result of a chance. In practice, this analysis indicates that policies and procedures that enhance incentives, clarify the organisational structure, support an effective leadership style, and promote collective cooperation, will directly contribute to raising the level of employee performance at the Naftal Tlemcen branch.

Conclusions

The results of this study showed that the organisational climate is a key strategic factor in enhancing the

performance of employees at the Tlemcen Naftal branch, as all dimensions of the organisational climate, organisational structure, leadership style, communication style, incentive system, and teamwork have proven to have a positive and statistically significant impact on performance. These results highlight that having a clear organisational structure reduces ambiguity and enhances the effectiveness of task allocation, and that participatory leadership styles increase employee motivation and Commitment, while effective communication channels ensure a smooth flow of information, and motivates teamwork promotes collaboration and coordination between teams, and a fair incentive system promotes performance and stimulates creativity and initiative. Through multiple regression analysis, it was found that the incentive system and organisational structure are the relatively strongest influence, while the impact of the communication pattern remains relatively less when controlling for the rest of the factors, which illustrates the practical priorities for improving employee performance.

Despite the strength of the design and statistics used, the

study remains limited by several limitations. Limitation to a single branch of Naftal may limit the possibility of generalizing the results to other branches or similar companies, the adoption of subjective questionnaires may lead to self-assessment bias, as well as the incidental nature of the study that prevents the conclusions of cause-and-effect relationships definitively.

Based on these findings, it is recommended that future researchers expand the sample to include multiple branches or other institutions in the public sector, use different measurement tools, such as interviews or observations, to verify the results, and examine the relationship between organisational climate and employee performance over a long period of time to better assess causal impact. At the level of managerial practice, organisations should invest in improving the incentive systems, clarifying the organisational structure, promoting leadership styles, developing communication channels, and encouraging teamwork. All of this is a pillar to enhance performance, increase productivity, and ensure the sustainability of competitiveness in a changing business environment.

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Organizacijsko okolje kot gonilna sila uspešnosti zaposlenih: primer podjetja Naftal Tlemcen v Alžiriji

Izvleček

Namen te študije je poudariti vpliv organizacijskega okolja, katerega dimenzije predstavljajo organizacijska struktura, stil vodenja, vzorec komunikacije, timsko delo in sistem spodbud, na uspešnost zaposlenih v podružnici podjetja Naftal v Tlemcenu. Za doseg ciljev je študija uporabila deskriptivno-analitični pristop, v okviru katerega je bil oblikovan vprašalnik. Podatki, osnovani na vzorcu 200 veljavnih odgovorov, so bili analizirani s programom SPSS. Rezultati so pokazali močno in statistično pomembno povezavo med dimenzijami organizacijskega okolja in uspešnostjo zaposlenih. Kar kaže, da izboljšanje organizacijske klime neposredno prispeva k povečanju učinkovitosti uspešnosti in krepitvi učinkovitosti človeških virov. Poleg tega so ugotovitve poudarile, da so jasna organizacijska struktura, participativni stil vodenja, razvoj komunikacijskih kanalov, spodbujanje kulture timskega dela in pravičen sistem spodbud temeljni elementi za ustvarjanje pozitivnega delovnega okolja, ki omogoča doseganje ciljev institucije in izboljšanje produktivnosti zaposlenih.

Ključne besede: organizacijsko okolje, uspešnost zaposlenih, delovno okolje, produktivnost, podjetje Naftal Tlemcen