

## ORGANIZATIONAL CLIMATE, PSYCHOLOGICAL SAFETY, WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE OF AN EMPLOYEE

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### Abstract

Organization's environment, Psychological safety, organisational climate and commitment is crucial for the output of work. A healthy work environment, Psychological safety including a liberty to speak and participate without fear is crucial in any organization. The primary aim of the present study was to examine the influence of work environment, psychological safety, organizational climate, and organizational commitment on employees' job performance. The study also seeks to identify the relative contribution of these organizational factors in predicting employee performance across different organizational settings, workplace environment and job performance of an employee in an organization. It was a study followed by a correlation research design. A convenient sample of 250 employees with the age range from 20 to 45 years was drawn from five different cities i.e. Lahore, Multan, Islamabad, Karachi and Rawalpindi. Pearson Product-Moment Correlation was used to examine the relationships among the study variables, while Multiple Linear Regression analysis was conducted to determine the predictive effects of work environment, organizational climate, organizational commitment, and psychological safety on employees' job performance. Findings from the study suggested that employees who perceive their organizations as supportive, psychologically safe, and characterized by a positive organizational climate are more likely to demonstrate higher levels of job performance. Furthermore, work environment showed positive relationships with psychological safety, organizational climate, and organizational commitment, suggesting that healthier workplaces foster employees' perceptions of safety, supportive organizational climates, and stronger commitment toward the organization.

### Introduction

Employee job performance is a critical determinant of organizational effectiveness, productivity, and long-term success. In today's dynamic and competitive work environment, organizations increasingly recognize that

employees' performance is influenced not only by individual abilities but also by organizational factors such as the work environment, organizational climate, organizational commitment, and psychological safety. A supportive work environment, positive

organizational climate, strong employee commitment, and psychologically safe workplace encourage motivation, collaboration, innovation, and higher performance. Therefore, understanding the combined influence of these organizational factors is essential for developing effective workplace strategies that enhance employee performance and achieve sustainable organizational growth (Schneider et al., 2013).

#### ***Organizational Climate:***

Organizational climate is defined as employees' shared perceptions of the organization's policies, practices, leadership, and work environment, which influence their attitudes and job performance (Schneider et al., 2013).

#### ***Psychological Safety:***

Psychological safety refers to an employee's belief that they can express ideas, ask questions, and admit mistakes without fear of negative consequences or criticism (Edmondson, 1999).

#### ***Work Environment:***

Work and work related context are two broader dimensions of the environment in which an employee works. Various aspects of the job i.e. how the job is carried out and taken to end or completion, other tasks involving training, several activities, sense of affiliation from work, intrinsic and extrinsic value for task, these above mentioned factors are all included in the work performance of an employee.

#### ***Organizational Commitment:***

Organizational commitment refers to an employee's psychological attachment and loyalty toward the organization, which influences their willingness to remain with the organization and contribute to its goals (Meyer & Allen, 1991).

#### ***Job Performance:***

Work performance is the major factor which depicts the work environment of an employee (Bevan, 2012). Low work productivity, low profit and overall effectiveness of an organization is associated with poor job performance (Okoyo, 2013).

Nowadays, workplace is associated with the work performance of an employee. It is defined as the acts or activities performed to attain a specific goal and aim of an organization (Muchhal, 2014).

#### ***Theoretical Framework:***

The present study is grounded in several well-established organizational and psychological theories that explain employees' job performance. Frederick Herzberg's *Two-Factor Theory* (1959) suggests that a supportive work environment enhances employee motivation and performance. *Organizational Climate Theory* proposed by Schneider et al. (2013) emphasizes that employees' perceptions of organizational policies, leadership, and communication influence their attitudes and work outcomes. *The Three-Component Model of Organizational Commitment* developed by John P. Meyer and Natalie J. Allen (1991) explains that employees' affective, continuance, and normative commitment strengthen their willingness to contribute to organizational success.

Furthermore, Amy C. Edmondson's *Psychological Safety Theory* (1999) proposes that employees perform better when they feel safe to express ideas, ask questions, and learn from mistakes without fear of negative consequences. Collectively, these theories provide a strong theoretical basis for understanding how work environment, organizational climate, organizational commitment, and psychological safety contribute to enhancing employees' job performance.

Employee's motivation is the major source of increased productivity or work performance of an employee. This was supported by several theories. *Goal setting theory proposed by Edwin Locke*

(1978) stated that the goals created by an employee are vital in flourishing his work performance. The core principle in this theory is to provide support to each and every employee to set their goals and increase their job performance. Employee's performance at work is strongly connected with the goals of an

organization. Hence, the goals of an employee at work can only be achieved once the organisational climate, psychological safety, organisational commitment and work environment is comfortable, satisfactory, morale boosting, motivating for the workers which give them the sense of comfort in order to carry out their tasks and perform well at their workplace.

Various researches have been carried out in order to find the factors which boost the morale of an employee. Out of which majority has focused on intrinsic aspect of the work performance. Positive link between the work environment and intrinsic part of the work motivation has been found.

Moreover, the study described various other dimensions of job performance including the physical and social working conditions of the job (Gazioglu & Vasileiou, 2008).

The study supported the fact that most of the organizations neglect the working environment component within their organizations which results in the adverse work performance of their employees. As per this study, security of the job, healthy work environment, good relation with the co workers, recognition and rewards for the good work performance all are included in the work environment. (Spector, 2007).

Recent research suggests that *organizational climate*, defined as employees' shared perceptions of organizational policies, leadership, communication, and workplace practices, significantly influences employees' attitudes and work outcomes. A positive organizational climate promotes collaboration, trust, job satisfaction, and higher levels of employee performance (Jianchun, 2024).

Similarly, *organizational commitment* reflects employees' emotional attachment and loyalty to their organization. Employees who are highly committed are more likely to demonstrate greater responsibility, remain with the organization, and exhibit superior job performance.

Recent evidence has shown organizational commitment to be a significant predictor of employee performance across various

occupational settings (Nawaz et al., 2024).

Another emerging factor influencing employee performance is *psychological safety*, which refers to employees' belief that they can express ideas, ask questions, and report mistakes without fear of negative consequences. A psychologically safe workplace encourages innovation, teamwork, learning, and knowledge sharing, all of which contribute to improved job performance and organisational effectiveness (Frazier et al., 2017).

Recent

systematic reviews have further highlighted psychological safety as a key workplace resource for enhancing employee wellbeing and performance in modern organizations.

communication levels among employees and the management may influence the work performance of an employee (Lane & Anne, 2010).

Overall, contemporary organizational research indicates that work environment, organizational climate, organizational commitment, and psychological safety collectively contribute to improving employees' job performance. Organizations that foster supportive work environments and positive psychological experiences are more likely to achieve higher employee productivity, engagement, and long-term organizational success.

Another study which focuses on the intrinsic motivation as a booster of an employees' work performance stated that once an employee realized that the organization considers them in taking most of the decision related to the organization, and also make them feel worthy, this will in turn increase employees' job commitment and will also take the ownership for their organization. The study also highlighted that various factors including the working hours, autonomy of taking decisions, leadership styles, over all organizational structures and This study suggested that most of the managers doesn't give the respect to their subordinates and also show harsh and rude behavior to their employees due to whom they are unable to perform well at their workplace and feel extremely uncomfortable (Arnetz, 2012).

Furthermore, the researcher explained that

higher authorities only allow the employees to fulfill their tasks only rather than by allowing them to work in team which might increase their job performance. (Patterson, 2013).

The study related to the communication in an organization suggested that the good relationship between employees is very important for achieving the organizational goals and that the timely and properly done communication of information to avoid any ambiguity being created among employees.

Because if the working environment is not good and there is a clash between the workers then the objectives of organization is hardly met (Ali, 2014).

The study supported the purpose of this research's topic stated that there is a great effect of workplace environment and overall structure of an organization on employee's performance. Total 150 respondents from the educator sector of Pakistan were taken and this concluded that rewards and incentives have a greater effect on worker's performance whereas the structure of an organization didn't seem to have any high effect on the work performance of an employee (Khan et al., 2011).

Various work environmental studies have been conducted; one of the studies suggested that more investment in ergonomics and the organizations' furniture will enhance worker's performance at job as it will provide them more comfortable working environment (Miles, 2000). Another study which examined the impact of the factors involved in work environment such as the furniture, the cleanliness, work cabins and their partitions, and the amount of readily available resources for the employees on the performance of an employees. The results revealed that the overall structure and work environmental factors have greater impact on employees' overall performance (Visher, 2008).

The research found that there are several variables which have a significant impact on employees' performance. This study was however conducted in Indonesian university which stated that the environment in which an employee works, the rewards and recognition and motivation are those factors which has an

enormous effect on employees overall job performance (Aisha et al, 2013).

The study revealed an immensely greater influence of working environment on job satisfaction, productivity and overall job performance. This research stated that employees that less risky and the work environment which has lesser workplace politics has been preferred by the employees. Whereas these employees also responded that their office design really influences their performance at their work (Bakotic, 2013).

The research supported the idea that there are few environmental factors including the workplace environment, interpersonal relationship between employees, relationship with your boss are those factors which influences the employees work performance, productivity and hence motivate them which result in the quality work output(Amina &Shehla,2016).

A study revealed that employees' motivation is very important in order to keep them working and producing best results.

For this, the results of the study revealed that factors such as compensation, promotions, praise and working conditions played a vital role in employees' level of Job satisfaction and overall productivity (Mokaya et al., 2013).

The research supported the idea and revealed that the higher the best culture in an organization is, the higher would be the employees' level of performance at job, higher would be their motivation and interest towards their job which would lead to overall effectiveness towards the organization (Smrita et al., 2010).

The study which studied the effect of indoor environment on workers' job satisfaction and productivity revealed that an environment at work influences the overall well being of an employee be it psychologically, physically and mentally, it enhances the birth of innovative ideas in an employee's mind which in turns enhance his/her skills, develops a sense of creativity

and collaboration among employees which showed an effect on employees' job productivity

and satisfaction (McLaren, 2007).

Another study on indoor environment of workplace and its effect on job performance supported this study, the results revealed that job performance can be affected by the indoor environment of a workplace and that it has seen in several employees that performance level was increased from 10 to 20 percent just because of the better working environment (Roelofsen, 2007).

A study revealed that employees have different approaches towards his or her job i.e. the way they perceive their job. An ideal working environment is hard to find.

However the better the working environment is, it changes employees perception towards his or her job. Hence revealing the fact that working environment has an immense effect on how the employee holds their views regarding their organization (Berg, 2009).

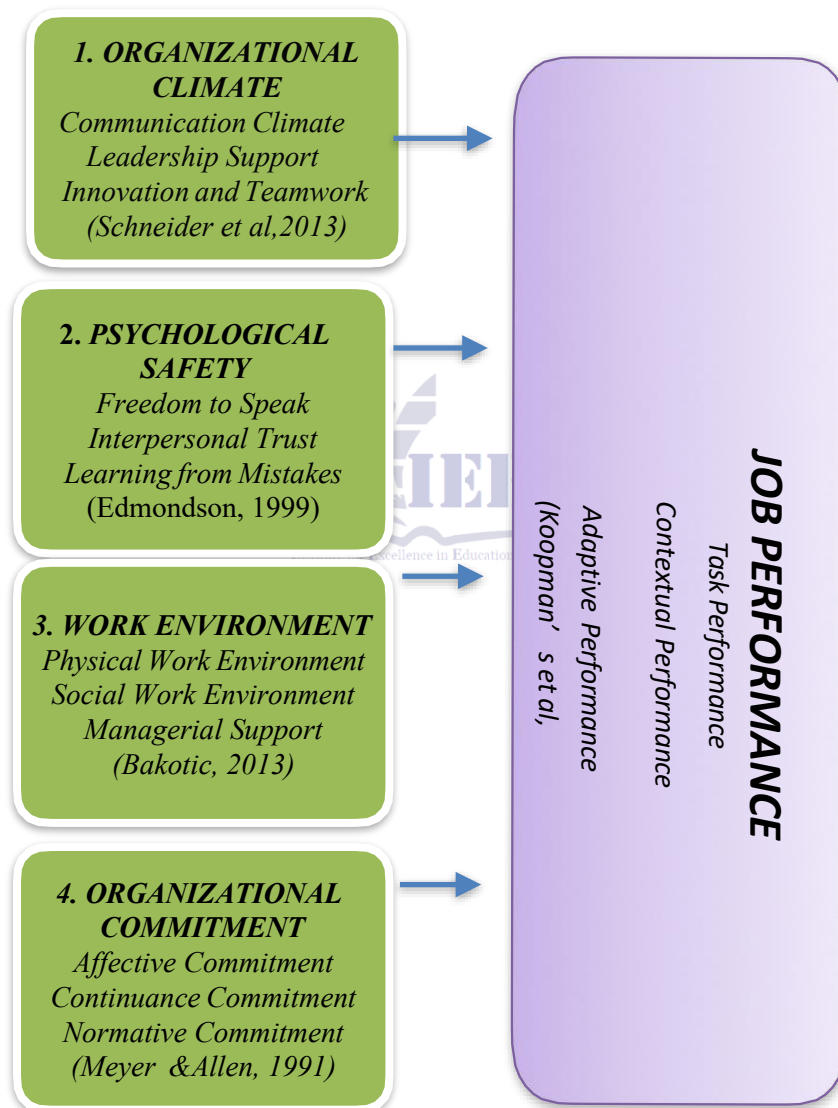


Figure1: Conceptual Framework of the study

The conceptual model is presented in the figure 1 is based upon the above mentioned literature where Organisational climate, psychological

safety, working environment and organisational commitment in its relation to work or job performance of an employee is tested.

Communication climate, leadership support, innovation and teamwork included in *organisational climate*.

*Psychological safety* included freedom to speak, interpersonal trust and learning from mistakes. Job safety, job security, working hours and workers' relationship and self esteem needs, also physical work, social *work environment* and managerial support of employees are included in work environment. Furthermore, Affective commitment, Continuance and normative commitment were included in *Organisational commitment*.

**Hypotheses:**

**H1:** There is a significant positive relationship between work environment, organizational climate, organizational commitment,

psychological safety, and employees' job performance.

**H2:** Work environment, organisational climate, organizational commitment, and psychological safety significantly predict employees' job performance.

**Materials and Method**

**Research Design:** Correlation research design was used.

**Participants:**

Around 250 employees were taken as a sample including the age range from 20-45 years from five different cities including Lahore, Multan, Rawalpindi, Karachi and Islamabad with work experience of 1 to 15 years from government and private sectors.

**TABLE 1: Demographic Description of the Employees working in various organizations (N=250)**

Variables	f	%	M	SD
Age in			31.86	6.23
20-25	50	23.3		
26-30	72	28.9		
31-35	63	25.2		
36-40	57	22.8		
41-45	58	22.9		
Gender				
Males	128	51.2		
Females	122	48.8		
Marital				
Married		150	60	
Unmarrie		100	40	
City				
Multan		60	24	
Lahore		60	24	
Islamabad		60	24	
Rawalpin		70	28	
Education				
Undergra		25	10	
Graduate		110	44	
Postgradu		95	38	
Others/ Mphil/		20	8	
WorkExp				
1 - 5		80	32	
6 - 10		70	28	

11 - 15	70	28
Others/ 15 and above	30	12
Nature of		
Private	155	62
Government	95	38

**Inclusion Criteria:**

- Any gender be it Female/ male were included in the sample.
- There was no restriction of marital status for the employees to be included in the sample.

**Exclusion criteria:**

- Individual working on work from home basis was not included in the sample.
- Volunteer workers were not included in the sample.
- Under Matriculation individuals were not included in the sample.

**Measures:**

The English version of following instruments was used:

**Organisational Climate Scale (OCS):**

The Organizational Climate Scale developed by Patterson et al. (2005) was used to assess employees' perceptions of the organizational climate. The short version consists of 17 items rated on a five-point Likert scale. Previous studies have reported excellent internal consistency ranging from  $\alpha = .88$  to  $.94$ .

**Psychological Safety Scale (PSS):**

Psychological safety was assessed using Edmondson's (1999) Psychological Safety Scale. The instrument consists of seven items measured on a five-point Likert scale and assesses employees' perceptions of interpersonal safety within their work teams. The reported reliability coefficient of the scale is  $\alpha = .82$ .

**Work Environment Scale (WES):**

The work environment scale was created by Rudolf Moos in 1972 initially. Latest version was developed by Hollahan in 2009. This scale

consists of 11 items. It has four sub-categories: employees working as full time or contract. The test re-test reliability of this scale came out to be  $.83$  and internal consistencies range from  $.66$  to  $.84$ .

**Three-Component Organizational Commitment Scale (TCM):**

Organizational commitment was measured using the Three-Component Organizational Commitment Scale developed by Meyer and Allen (1991). The scale consists of 18 items assessing affective, continuance, and normative commitment. The reported Cronbach's alpha coefficients range from  $.74$  to  $.89$ .

**Job Performance Scale (JPS):**

Job performance consists of duties and responsibilities given to an employee. This scale was based on Mathis and Jackson (2008) which consists of 5 indicators and 18 items. Reliability of this construct which shown from Cronbach alpha value was found to be  $0.91$ .

**Informed Consent Form and Personal Information Sheet:**

Informed consent form, demographic form was filled by the employees through online Google survey, along with the data collection which was also done online through Google survey form.

**Results**

**Procedure:**

After taking the consent from the participants, data was gathered through Google forms. Participants were informed completely regarding purpose and procedures of the present study and they were also informed that data will remain confidential and will be discussed only in the context of present research. Participants were also informed that the

confidentiality will be ensured.

**Table 2: Correlation of Organisational Climate, Psychological Safety, Work Environment, Organisational Commitment and Job Performance of Employees (N=250).**

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>1. Organizational Climate (OC)</b>	1	.78	.81	.76	.71	.69	.66	.73	.72	.63	.68	.70	.66	.72	.69	.64	.67	.72	.71
Communication Climate		**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
Leadership support			1	.69	.64	.65	.57	.65	.63	.55	.60	.62	.55	.69	.51	.56	.60	.63	.62
				**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
Innovation & Teamwork				1	.63	.60	.56	.63	.62	.54	.59	.60	.57	.63	.55	.59	.63	.62	.60
					**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
<b>2. Psychological Safety (PS)</b>	1	.82	.71	.68	.67	.72	.71	.62	.67	.69	.64	.71	.69	.63	.66	.71	.74	.68	
Freedom to speak up		**	**	**	*	**	**	*	*	*	**	**	**	**	**	**	**	**	**
Interpersonal Trust			1	.66	.60	.58	.60	.53	.59	.60	.55	.61	.59	.54	.58	.65	.61	.60	
				**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	
Learning from mistakes				1	.62	.60	.58	.63	.62	.54	.58	.53	.60	.58	.53	.57	.60	.59	
					**	**	**	**	*	**	**	**	**	**	**	**	**	**	
<b>3. Work environment (WE)</b>	1	.81	.79	.75	.73	.78	.77	.69	.75	.76	.71	.73	.68	.73	.80	.78	.73		
Physical Environment		**	**	**	**	**	**	**	**	*	**	*	*	*	*	*	**		
Social Environment			1	.71	.66	.64	.63	.65	.63	.56	.64	.60	.65	.66	.67	.57	.69		
				**	**	**	**	**	**	**	**	**	**	**	**	**	**		
Managerial Support				1	.68	.64	.62	.66	.57	.64	.60	.66	.62	.56	.62	.69	.64		
					**	**	**	**	**	**	**	**	**	**	**	**	**		
<b>4. Organizational Commitment (OCM)</b>	1	.87	.81	.78	.83	.82	.71	.79	.80	.74	.73	.79	.72	.84	.81	.78			
Affective Commitment		**	**	**	**	**	**	**	**	**	**	**	**	**	**	**			
Continuance Commitment			1	.74	.69	.66	.71	.60	.61	.67	.68	.63	.70	.61	.73	.69			
				**	*	*	*	*	*	*	*	**	**	*	**	**			
				1	.66	.68	.67	.60	.67	.62	.68	.64	.59	.70	.72	.68			
					**	**	**	**	**	**	**	**	**	**	**	**			

5. Job Performance	1	.83	.89	.77	.85	.86	.76	.73	.78	.85	.82	.75	.83	.90	.83
Task Performance		**	**	**	**	**	**	**	**	**	**	**	**	**	**
Contextual Performance			1	.64	.70	.71	.60	.67	.68	.63	.69	.66	.63	.61	.67
Adaptive performance				**	**	*	*	**	**	**	**	**	**	**	**
					1	.70	.59	.66	.67	.62	.68	.64	.60	.71	.74
						**	*	*	**	**	**	*	**	**	**

Note:\*\*Correlation is significant at the 0.01 level.  
\*Correlation is significant at the 0.05 level.

A Pearson product-moment correlation analysis was conducted to examine the relationships among organizational climate, psychological safety, work environment, organizational commitment, job performance, and their respective sub-dimensions among employees (N = 250). The results presented in Table 2 indicate that all major study variables were positively and significantly correlated with one another at the .01 significance level ( $p < .01$ ), providing support for the proposed hypotheses.

Specifically, organizational climate demonstrated a strong positive correlation with psychological safety ( $r = .78, p < .01$ ), work environment ( $r = .81, p < .01$ ), organizational commitment ( $r = .76, p < .01$ ), and job performance ( $r = .71, p < .01$ ). These findings suggest that employees who perceive a supportive organizational climate are more likely to experience greater psychological safety, stronger commitment to their organization, and higher levels of job performance.

The sub-dimensions of organizational climate, namely communication climate, leadership support, and innovation and teamwork, were also significantly and positively associated with all study variables ( $r_s = .53-.69, p < .01$ ), indicating that effective communication, supportive leadership, and collaborative work practices contribute positively to employee outcomes.

Similarly, psychological safety was positively correlated with work environment ( $r = .82, p < .01$ ), organizational commitment ( $r = .71, p < .01$ ), and job performance ( $r = .74, p < .01$ ).

Furthermore, its sub-dimensions—freedom to speak up, interpersonal trust, and learning from mistakes—showed significant positive relationships with job performance and the remaining organizational variables ( $r_s = .53-.70, p < .01$ ). These findings indicate that employees who feel safe to express ideas and learn from mistakes tend to demonstrate higher work performance.

The findings further revealed that work environment exhibited a strong positive relationship with organizational commitment ( $r = .79, p < .01$ ) and job performance ( $r = .80, p < .01$ ). Likewise, the sub-dimensions of work environment, including physical environment, social environment, and managerial support, were positively correlated with organizational commitment and job performance ( $r_s = .56-.72, p < .01$ ), suggesting that supportive physical and social working conditions facilitate improved employee performance.

Moreover, organizational commitment was strongly and positively associated with job performance ( $r = .84, p < .01$ ). The three components of organizational commitment, affective commitment, continuance commitment, and normative commitment also demonstrated significant positive correlations with job performance ( $r_s = .60-.74, p < .01$ ). These results indicate that employees who are emotionally attached to, obligated toward, and committed to remaining with their organizations are more likely to perform effectively.

Finally, the dimensions of job performance, including task performance, contextual performance, and adaptive performance, were significantly and positively associated with all independent variables and their respective sub-dimensions ( $r_s = .59-.75, p < .01$ ). Overall, the

correlation matrix indicates that improvements in organizational climate, psychological safety, work environment, and organizational commitment are associated with enhanced employee job performance.

**Table 3: Multiple Linear Regression Analysis Predicting Employees' Job Performance (N = 250)**

Predictor Variables	B	SEB	$\beta$	t
Constant	0.94	0.28	-	3.36
Work Environment Organisational	0.31***	0.07	0.32	4.58
Climate Organisational	0.24**	0.06	0.26	4.02
Commitment Psychological	0.28**	0.06	0.30	4.67
Safety	0.19***	0.05	0.21	3.81
R <sup>2</sup>				0.71
F (4, 245)				149.62



**Note.** N = 250. DV = Job Performance. B = Unstandardized coefficient;  $\beta$  = Standardized beta coefficient; SE = Standard Error; \*\*\* $p < .001$ ; \*\* $p < .01$ .

The overall regression model was statistically significant,  $F(4, 245) = 149.62, p < .001$ , explaining approximately 71% of the variance in employees' job performance ( $R^2 = .71$ , Adjusted  $R^2 = .70$ ). Among the predictors, work environment emerged as the strongest predictor of job performance ( $\beta = .32, p < .001$ ), followed by organizational commitment ( $\beta = .30, p < .001$ ), organizational climate ( $\beta = .26, p < .001$ ), and psychological safety ( $\beta = .21, p < .001$ ). All four predictors made statistically significant positive contributions to employees' job performance.

**Discussion:**

The present study examined the role of work environment, organizational climate, organizational commitment, and psychological

safety in predicting employees' job performance. The findings revealed that all four organizational factors were positively associated with employees' job performance, supporting the proposed hypotheses. The results indicate that employees who perceive their workplace as supportive, safe, and conducive to professional growth tend to demonstrate higher levels of performance and effectiveness.

The findings regarding work environment are consistent with previous research suggesting that favorable physical conditions, supportive supervision, and positive coworker relationships contribute significantly to employee productivity and performance (Bakotić, 2013; Nawaz et al., 2024). Employees working in a positive environment are more likely to experience motivation, satisfaction, and engagement, which

subsequently enhance job performance.

Similarly, **organizational climate** emerged as a significant predictor of job performance. A positive organizational climate characterized by effective communication, supportive leadership, and teamwork fosters employees' commitment and willingness to contribute toward organizational goals. These findings are supported by Schneider et al. (2013) and Jianchun (2024), who reported that a healthy organizational climate enhances employee satisfaction, engagement, and overall performance.

The study also found that **organizational commitment** was positively related to job performance. Employees who are emotionally attached to their organizations and identify with organizational values tend to exert greater effort and demonstrate higher levels of performance. This finding aligns with the Three Component Model of Commitment proposed by Meyer and Allen (1991) and recent evidence suggesting that committed employees are more productive, loyal, and effective in achieving organizational objectives (Kayar, 2024).

Furthermore, psychological safety was found to significantly predict employees' job performance. Employees who feel safe expressing ideas, asking questions, and admitting mistakes without fear of criticism are more likely to engage in learning behaviors, innovation, and collaboration. These findings support the work of Edmondson (1999) and recent studies emphasizing psychological safety as a critical determinant of employee wellbeing and workplace effectiveness (Frazier et al., 2017).

Overall, the findings suggest that organizations seeking to improve employee performance should focus on creating supportive work environments, fostering positive organizational climates, strengthening employees' commitment, and promoting psychological safety.

Collectively, these factors contribute to enhanced employee functioning and organizational success. The study extends existing literature by demonstrating the combined influence of these organizational variables on job performance among employees

working in diverse organizational settings.

### Conclusion

The present study concludes that work environment, organizational climate, organizational commitment, and psychological safety are significant organizational factors that positively influence employees' job performance. The findings demonstrate that employees who perceive a supportive work environment, experience a positive organizational climate, feel psychologically safe, and exhibit strong commitment toward their organization are more likely to perform their job responsibilities effectively. Among these factors, each contributes uniquely to enhancing employee productivity, motivation, collaboration, and overall organizational effectiveness.

### Limitations and Suggestions:

- Data were collected using self-report questionnaires, which may have introduced common method bias and social desirability bias.
- The study sample comprised 250 employees from selected organizations, which may limit the generalizability of the findings to other industries, sectors, or geographical regions.
- The study examined only four organizational predictors of job performance; other important variables, such as leadership style, work engagement, employee wellbeing, resilience, and job satisfaction, were not included.

### Implications:

- Future studies should adopt longitudinal or experimental research designs to better examine causal relationships among the study variables.
- Researchers are encouraged to include larger and more diverse samples from different industries, organizations, and cultural contexts to improve the generalizability of the findings.
- Future research may investigate the mediating or moderating roles of variables such

as work engagement, employee wellbeing, leadership style, resilience, or emotional intelligence in the relationship between organizational factors and job performance.

- Organizations should develop interventions that enhance work environment, organizational climate, organizational commitment, and psychological safety through supportive leadership, effective communication, employee recognition, and professional development programs to improve employees' job performance and organizational effectiveness.

### Recommendations

Above research study has led to the following recommendations:

- The data in the current study was not collected on the basis of the titles of the job of respective participants.
- Organizations should foster a positive work environment and organizational climate by promoting supportive leadership, open communication, teamwork, and employee participation in decision-making, as these factors contribute significantly to improved job performance.
- Management should strengthen employees' organizational commitment and psychological safety by implementing fair human resource practices, recognizing employee contributions, encouraging constructive feedback, and creating an environment where employees can freely express ideas without fear of negative consequences.
- Human resource professionals should regularly assess organizational factors such as work environment, organizational climate, organizational commitment, and psychological safety through periodic surveys and training programs to identify areas for improvement and enhance employees' overall job performance and organizational effectiveness.
- The organization must try to create team work among the employees.
- Training programs must be initiated

for the managers in which they should provide ample of knowledge of how to create healthy work environment.

- Organizations must focus on good incentives and rewards plans to keep their employees motivated enough to accomplish the desired goals.
- Feedback surveys should be mandatory in an organization. This gives the sense of feeling to an employee that they are the important part of an organization. Therefore their feedback has been asked for.
- Means of communication must be increase between management and employees; this will help in improving the overall working environment of an organization.
- Clear policies and procedures must be set in accordance to the organizational goals and aims. Acknowledgment: We acknowledge the concerned authorities of hospitals and clinics for facilitation in data collection.

**Disclaimer:** The text is based on an academic thesis. Findings have never been published/presented earlier.

**Consent for Publication:** Written consent was taken from the participants.

**Availability of the Data:** Data set may be acquired upon reasonable request.

**Conflict of Interest:** None.

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