

## **Navigating sustainability in agribusiness: analyzing organizational performance vis-à-vis organizational climate from multinational food provider companies**

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### **Abstract**

The study identified the primary factors affecting organizational performance in context of organizational climate. For data collection purposes, a sample of 300 employees from two leading agribusiness food provider companies were selected by using a purposive random sampling technique. The outcomes obtained through the multivariate regression technique, clarity of the organizational work, shared responsibility, work life balance, health insurance and medical facilities, financial rewards, encourage participation in capacity building programs, flexibility, promotes diversity were influencing positively and significantly to the organizational performance whereas appreciation for creativity and innovations and involvement of employees in excursion activities were identified as the insignificant variables in the study. These results help to develop a room for maneuvering employees satisfaction and organizational commitment, organizational performance and sustainable agribusiness. Eventually, these findings will useful for the practitioners, policy makers and agribusiness food provider companies.

**Keywords:** Sustainable agribusiness. Organizational performance. Organizational climate. Work life balance. Employee satisfaction.

### **1. Introduction**

The agriculture sector remains to be an essential part of Pakistan's economy. It gives 22.9 percent share to Gross Domestic Product (GDP), contributes almost 37.4 percent of the

country's employment prospects (Government of Pakistan, 2023). Like numerous developing nations, poverty in Pakistan is significantly a disturbing phenomenon; therefore, the advancement of agrarian sector is a prerequisite and a prime vehicle for lessening poverty and accelerating standard of living in the country (Aslam et al., 2024).

Agriculture in Pakistan is on its verge towards commercialization and agribusiness field is deepening its roots in the different localities of the country. This has attracted many national as well multinational companies in this sector. However, certain peculiarities and technicalities of agribusinesses make it a challenging venture as compared to other businesses (Bhatti et al., 2023; Aslam and Li, 2024).

The foundation for the success of agribusiness and food enterprises predominately relies on trained, effective and efficient labor force having abilities of running business operations according to the recent trends and environment. So, employee satisfaction is a vital component for effective organizational performance. Actually, employee satisfaction depends on number of factors among all these factors, organization climate is the most imperative one in this regard (Abdullah and Sulaiman, 2013).

Organizational climate is perceived as the quality of the working environment in the organization. When individuals working in the environment are respected and valued then they will contribute positively to the firm's outcome. Organizational climate is made through the factors that affect the perception of employees, which is made of the leader's quality, decision-making processes and realizing the efforts and hard work of employees. It is very important for an organization to understand the need of employees as well as acknowledgement of their endeavors at the workplace (Kumari and Thapliyal, 2017; Obeng et al., 2021).

As every organization has its own structural features which are unique and special. Thus, every organization's interaction with its stakeholders is made through proper plans including distribution of resources, method of communication, reward & complaints mechanism, leadership styles and decision-making process. Organizational climate is a set of psychological climates that are individual perceptions of the work environment (Berberoglu, 2018). Diversity in employee characteristics requires a different approach to motivation to ensure job satisfaction and improve organizational performance (Bodescu et al., 2022).

Organizational culture has a direct impact on individual performance because it affects individual motivation, which leads to job satisfaction. Weather affects results. Because it influences the behavior that leads to the outcome. Monetary and non-monetary incentives have a substantial influence on employee performance. Decision-making experiments show

that the combined contribution of monetary and non-monetary rewards accounts for 51.1% of overall performance (Muhtazib and Niartiningshi, 2022). Organizational climate, therefore, has a direct relationship with the work performance of employees within the organization (Muhtazib and Niartiningshi, 2022). The findings depicted that the influence of organizational culture variables on organizational commitment is significant. The impact of employee satisfaction variables on organizational commitment was significant. The influence of personality variables on organizational commitment was significant. The influence of organizational culture variables on employee performance was significant. The influence of employee satisfaction variables on employee performance was significant. The impact of personality variables on employee performance was significant. The impact of organizational commitment variables on employee performance was significant (Dewi et al., 2018).

Even though development of organization depends upon multiple variables, but it is important to evaluate the needs, issues, and perceptions of employees. However, an organization's culture is difficult to define precisely because it is based on employee perceptions. However, culture has a significant impact on employee loyalty, relationships, and job performance (Berberoglu, 2018). Basically, the culture of an organization consists of people's perceptions and attitudes towards relationships, whether the work environment is pleasant or unpleasant, pleasant, or unpleasant, easy or demanding. An organization's culture is an ingrained set of assumptions, beliefs, and values that are enduring, often comatose, and difficult to change. Results demonstrate the moderating effect of personality attributes on the association between certain facets of overall job satisfaction that will eventually leads towards conducive organizational climate (Ahmad et al., 2018).

Several studies have examined the relationship between organizational culture and job satisfaction (Andrews and Kacmar, 2018; Porter and Lawler, 1965). Almost all certification data in the literature show that organizational climate, employee satisfaction and organizational performance are closely connected. Simply put, people who work in positive and encouraging environments say they feel the work environment helps them do their best work. On the other hand, employees who have a negative and unfavorable organizational culture said that their working conditions are not conducive to completing their work in the best possible way. Therefore, this study was designed to capture the influence of organizational climate on job satisfaction and organizational performance of major multinational agribusiness food service providers.

The novel facet of the paper is that it exhibits a dynamic approach to assess the determinants of organizational climate impacting on organizational performance was

evaluated. Here, the organizational climate is typically taken into consideration in terms of clarity of the organizational work, shared responsibility, appreciation for creativity and innovations, work life balance, health insurance and medical facilities, financial rewards, encourage participation in capacity building programs, flexibility, involvement of employees in excursion activities, promotes diversity including religious minorities and marginalized communities due to their sexual orientation.

Basically, agribusiness and multinational food ventures are gaining roots in Pakistan's food sector. The changing eating styles, habits and preferences for food in the recent times many multinational food service providers launched their services due to rising demand and choices of the people. So, it is crucial to assess the organizational climate of these service provider companies and its impact on organizational performance. The rest of the article follows as second segment provides the theoretical existing literature on undertaken phenomenon, third segment provides materials and methods, fourth segment explains the results and discussion, fifth segment concludes the findings and the last section represents the acknowledgement.

## 2. Literature Review

Keeping in view the purpose and scope of this study, the relevant literature is reviewed and summarized below.

Castro and Martins (2016) explored the association between organizational climate and satisfaction of job to identify whether perceptions of employees to the work environment influenced their job satisfaction level. Now days, organizations were facing more challenges. These challenges were not limited to a specific organization or industry but affected all organizations. The organizational climate in specific was continuously confronted by alterations influencing organizations. The questionnaire was constructed related to organizational climate and data was gathered by using convenient sampling technique of six hundred ninety-six (696) employees from the population of fourteen hundred and fifty-three (1453) employees doing work in the three regions at which organization was the operational. Exploratory and confirmatory factor analyses were employed to examine the arrangement of climate model. The revised twelve (12) factor model after performing the confirmatory type of factor analysis fitted the information best and researchers as a result decided to carry on with the amended (12) factor model with eleven (11) dimensions for the further analysis. The

stepwise regression was used, and nine (9) dimensions of organizational climate were observed to calculate the job satisfaction. The results show that there is a positive and good correlation with the dependent variable of organizational climate having a p value of lower than 0.01 and with an r value of 0.813. Research results show a positive correlation between organizational culture and job satisfaction; therefore, it shows that organizational climate is related to job satisfaction depending on how this criterion is perceived. Rodrigues and Gowda (2011) attempted to find out the major distinction among the kinds of specialized college libraries about the climate of organization and identified the variables of the organizational climate that were answerable for healthier climate of organization as well as the satisfaction of employees. The survey of seventy-two professionals was conducted working in the specialized college libraries in Mangalore city. This study showed that job security, performance appraisal, guidance, promotion, and appointments play an optimistic role in employee satisfaction, while aspects of decision-making and accountability play a pessimistic role. It was concluded that provision of healthier physical facilities, intensification of the reward system, continuing improved interpersonal relations, security of job and the promotion facilities provided for intensified level of employee satisfaction that led to the better climate of organization. Roz (2019) studied innovative leadership styles on job satisfaction as well as employee performance in Malang food industry. A positive and significant relationship was obtained for the three variables used. The findings of this study support the studies previously conducted by other researchers. Good leadership style applied in the company, the more the employee's perceived job satisfaction will have a positive effect on the completion of the given task. Popa (2011) narrated that the models of organizational culture and climate were used to portray the common attributes of an institute presenting the way it behaved in relation to its associates. The culture along with the organizational climate affected the performance of the organization directly due to the reality that subjective outlooks and perceptions of the persons sometimes clashed with norms that had been established by the managers. Yang and Lau (2019) point out that a healthy psychological and emotional state is essential for service workers. Hospitality researchers have paid close attention to meeting customer needs but neglected the mental health of frontline employees. Service agent anxiety and stress behind the success trap deserves further investigation, but there are relatively few studies on situational moderators that cause customer-induced stress. Husna et al., (2020) found that organizational management plays an important role in ensuring job performance. Employees of these organizations have influenced employee motivation in terms of management quality. Motivation is a complex concept, and how you use it can help or hurt your organization.

had excellent organizational management. This was a key factor in their success. Second, the franchise system is also one of the most important successes. This system ensures that everything is documented and that strict rules for business operations are possible. Therefore, employees are likely to be better managed and somehow more motivated to improve performance and achieve company goals. This study revealed several organizational management strategies of KFC. Therefore, good organizational management has had an impact on the company's growth. Randhawa and Chaudhry (2020) investigated the relationship between the various factors that influence job satisfaction. In nutshell, the study expanded the current knowledge base of job satisfaction by focusing on an under explored research area, i.e., agrobased warehouses in Punjab state of India. This study identified and investigated the main factors affecting the job satisfaction of agricultural warehouse workers. A total of 9 factors including training opportunities, job security, salary and incentive plans, supervision, benefits and recognition, promotion opportunities, relationships with colleagues, nature of work and communication were identified. Therefore, agriculture-based warehousing companies can increase employee job satisfaction and ensure better employee performance by focusing on these factors.

Basit (2020) examined the influence of leadership style on company performance in a food company environment. This study explored the relationship between leadership style and performance and provided insight into how leadership style distinguishes between increased efficiency in food organizations and improved organizational performance in food organizations. This applied research project was designed to address organizational performance concerns related to ABC Foods in Canada using a multidimensional approach. Key data was obtained through training kits and internal interviews at ABC Foods, supplemented by external discussions with food industry executives and senior food experts. They examined the influence on company performance by analyzing two key factors: how to retain employees and to preserve food safety environment. Interview data were gathered, processed, and processing was performed by coding and comparisons to establish correlations. Information obtained during the interviews was returned to the ABC Foods training package as needed. Where applicable, results were challenged by the existing knowledge of previous investigators. Results depicted a positive association between general leadership style and the organizational performance. The findings also showed a positive association between overall leadership, how to retain employee, overall leadership, and food safety environment.

A study by Isaac et al. (2021) showed that the physical, psychological, and social environment within a company has a considerable impact on employee job satisfaction. The job satisfaction played an important role in mediating the relationships between the physical environment and venture success, the cognitive environment and venture success, and the social environment and venture success. However, demographic information (age, education, gender) was used in this study and was not fully investigated in previous studies. Research showed that when employee demographics within an organization were present as facilitators, job satisfaction played a mediating role, all aspects of work environment and project success were coordinated. It was indicated that there was an arbitration. The findings of this empirical study portrayed that there was no moderate mediation in the presence of physical, psychological, and social environments in terms of age, education level, and gender as moderators. Bodescu et al. (2022) state that the results of our study show that subjects generally prefer economic benefits followed by work process quality, but different profiles were shown to have different secondary priorities. Northeastern bakery employees, especially those in medium and larger firms, were concerned about supervisory relationships and working hours. In addition to previous workload, women were more sensitive to workload. Employees having higher qualification and having less than ten years of experience are more focused on promotional activities and campaigns. Therefore, job satisfaction is determined by years of service. Megawaty et al. (2021) made the following recommendations in this study based on their findings and results: Efficiency. (2) It was hoped that existing policies would be maintained as indicators of current leadership styles. In the future, the COVID-19 pandemic will exacerbate the challenges of improving work performance. (3) The leaders themselves should constantly evaluate themselves so that the leadership system that has been implemented so far is more targeted and will be better in the future and bring more benefits to the employees. Although this research was conducted at only one Burger King location in Makassar City, the results, conclusions, or recommendations provided did not reflect all Burger King locations in Indonesia, especially Makassar City. Hung (2023) focused his research on investigating the relationship between human resource management practices and policies, corporate social responsibility, organizational commitment, and food company performance. He guessed from his 278 food companies in Vietnam, he sampled his size of 438 employees and managers. Data were analyzed using analytical techniques such as structural equation modeling. The findings of this study showed that human resource management practices and policies had direct and positive impact on the aspects of corporate social responsibility, including corporate social responsibility towards employees, customers,

and the environment. corporate social responsibility is positively associated with organizational engagement. However, there was only a direct correlation between corporate social responsibility and customer performance. Human resource management practices and policies had no direct impact on firm performance but was an important predictor indirectly through corporate social responsibility and organizational commitment. Therefore, there was a need to improve the performance of human resource management practices such as recruitment and training, job evaluation, compensation, rewards, job security, and support for participation in innovation processes, while combining corporate social responsibility aspects with policy implementation.

### 3. Materials and Methods

The study proceeded mainly by doing face to face interviews with the employees of two major agribusiness food oriented multinational companies operating in Pakistan Nestle Pakistan and Unilever Pakistan for the data collection purposes. Qualitative and quantitative research techniques were employed to comprehend the organizational climate and its impact employee satisfaction and organization performance. Data was gained through structured, semi-structured, and non-structured in-depth interviews. The purposive random sampling method was employed to get sample because it is ideal in cases when the researcher has crystal clear purpose and every individual has an equal chance of being selected (Malhotra, 2007). Guidance was sought to select samples from officials working in the agribusiness food sector. A sample size of 300 employees were selected from Khanewal district of Pakistan where both of these companies are operating (150 respondents from each company).

The multivariate regression analysis was used to collect the data from the respondents. The independent variables representing the organizational climate as clarity of the organizational work, shared responsibility, appreciation for creativity and innovation, work life balance, health insurance, financial rewards, participation in capacity building programs, flexibility, involvement of employees in excursion activities, and promotes diversity were used use. A categorical representation of the data of these explanatory variables were attained by using a five-point likert scale (high agreed = 5, agreed = 4, neutral = 3, disagreed = 2, and highly disagreed low = 1).

The equation (1) describes the organizational performance of a employee is influenced by various determinants of organizational climate was modeled as:

The multivariate regression model formula is defined as:

$$Y = f(X_i) \dots \dots \dots (1)$$

Where:

Y is the outcome variable and it is representing organizational performance (5 point Likert scale was used to assess this variable) whereas Xi is depicting organizational performance

More precisely, the equation (1) can be narrated as:

$$Y = \beta_0 X_i^{\beta_i} e^{\mu} \dots \dots \dots (2)$$

$\beta_0$  is the intercept and  $\beta_i$  are the slope coefficients.

X is a vector of predictor variables.

i is the total number of variables.

The equation (2) further may be elaborated as:

$$Y = \beta_0 X_1^{\beta_1} X_2^{\beta_2} X_3^{\beta_3} X_4^{\beta_4} X_5^{\beta_5} X_6^{\beta_6} X_7^{\beta_7} X_8^{\beta_8} X_9^{\beta_9} X_{10}^{\beta_{10}} e^{\mu} \dots$$

.....(3)

More appropriately, the equation is represented as:

$$\ln Y = \beta_0 + \beta_1 \ln X_1 + \beta_2 \ln X_2 + \beta_3 \ln X_3 + \beta_4 \ln X_4 + \beta_5 \ln X_5 + \beta_6 \ln X_6 + \beta_7 \ln X_7 + \beta_8 \ln X_8 + \beta_9 \ln X_9 + \beta_{10} \ln X_{10} + \varepsilon$$

.....(4)

Xi is representing the organizational climate in terms of:

X<sub>1</sub>= Clarity of the organizational work

X<sub>2</sub>=Shared responsibility

X<sub>3</sub>=Appreciation for creativity and innovations

X<sub>4</sub>=Work life balance

X<sub>5</sub>=Health insurance and medical facilities

X<sub>6</sub>=Financial rewards

X<sub>7</sub>= Encourage participation in capacity building programs

X<sub>8</sub>=Flexibility

X<sub>9</sub>=Involvement of employees in excursion activities

X<sub>10</sub>= Promotes diversity

#### 4. Results and Discussion

Descriptive statistics of explanatory factors employed in the multivariate regression analysis are given in Table 1.

**Table 1: Description of Variables, Measurement and Summary Statistics**

Factors	Description of Factors and Measurement Scale	Mean (Std. Deviation)
Clarity of the organizational work	The extent to which the worker of the company comprehends why the organization exists, working mechanisms, and his contribution in attaining organizational objectives and impacting the main goal The five point Likert scale was used to observe this variable.	0.76 (0.58)
Shared responsibility	It implies that not only telling employees what to do but also ensuring that employer or other stakeholders feels personally accountable for the success of the institution. The five point Likert scale was used to observe this variable.	0.45 (0.32)
Appreciation for creativity and innovations	Employer may successfully motivates creativity and organizational innovation by creating an atmosphere that is appropriate for creativity to flourish and sustain. The five point Likert scale was used to observe this variable.	0.50 (0.34)
Work life balance	Keeping a consonant relationship between the organizational work and personal life of the employee. The five point Likert scale was used to observe this variable.	0.69 (0.52)
Health insurance and medical facilities	Provision of access to treatment facilities and personalized care of the employee. he five point Likert scale was used to observe this variable. The five point Likert scale was used to observe this variable.	0.50 (0.34)
Financial rewards	The monetary reward is the amount of money given to an employee for fulfilling complete a specific target or KPIs. It might be based on performance basis of the employees. The five point Likert scale was used to observe this variable.	0.79 (0.58)
Encourage participation in capacity building programs	Create a conducive and inclusive atmosphere that motivates employees to actively indulge themselves in training and outreach activities particularly engaging employees in ICT related training programs. Appreciation of collaboration, ideas sharing, and supervision among workforce. The five point Likert scale was used to observe this variable.	0.85 (0.54)
Flexibility	It embraces the concept that worker may be productive, doesn't no matter where and when the employee accomplishes the task. The five point Likert scale was used to observe this variable.	0.50 (0.34)
Involvement of employees in excursion activities	The productivity of the organization may be improved by arranging workplace parties, international or national trips, arranging informal dinner or lunch etc. The five point Likert scale was used to observe this variable.	0.70 (0.52)

Promotes diversity	If any organization wants to be an inclusive organization then the organization should value the workforce equally regardless of their gender, color, cast, including religious minorities and marginalized communities having any sexual orientation LGBTQI. The five point Likert scale was used to observe this variable.	0.95 (0.70)
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Author's own calculations

The selected respondents from Nestle Pakistan and Unilever Pakistan, 76% reported they were clear with the organizational tasks, vision, mission and future directions as well. access to ICT tools, while 45% of the respondents reported that they feel that their organization shared their responsibilities, about half of the selected respondents 50% reported that their employees appreciate them for creativity and innovations, 69% reported that their organizations tried to maintain a healthy work life balance for the employees, 50% of the respondents reported that their respective organizations were providing them an appropriate health insurance coverage and medical facilities to the employees, 79% of the respondents claimed that their organizations were giving financial rewards for accomplishing the task, or specific goal for the organization. It could be based on seniority or performance basis, whereas 70% of the respondents stated that their organizations are encourage their participation in capacity building programs. In this context, organizations are appreciating collaborations, ideas sharing, and supervision of the workforce. 50% of the employees reported that their respective organizations permitted them to follow flexible approach on work rather than being implemented hard and fast rules over them. 70% of the employees reported that their respective organizations arranged excursion activities as learning lunch, informal dinners, parties, national and international trips for the employees. 95% of the selected employees reported that their respective organizations promotes diversity in the organization respectively.

**Table 2: Variance inflation Factor (VIF) Analysis**

FACTOR	TOLERANCE	VIF
<b>CLARITY OF THE ORGANIZATIONAL WORK</b>	.411	2.579
<b>SHARED RESPONSIBILITY</b>	.466	2.138
<b>APPRECIATION FOR CREATIVITY AND INNOVATIONS</b>	.112	2.721
<b>WORK LIFE BALANCE</b>	.555	1.322
<b>HEALTH INSURANCE AND MEDICAL FACILITIES</b>	.467	2.446

<b>FINANCIAL REWARDS</b>	.629	1.667
<b>ENCOURAGE PARTICIPATION IN CAPACITY BUILDING PROGRAMS</b>	.329	2.373
<b>FLEXIBILITY</b>	.577	2.220
<b>INVOLVEMENT OF EMPLOYEES IN EXCURSION ACTIVITIES</b>	.542	2.867
<b>PROMOTES DIVERSITY</b>	.491	1.790

Author's own calculations

Variance inflation factor (VIF) is the method to assess the phenomenon multicollinearity in explanatory factors (Aslam et al., 2017; Aslam and Li, 2024). These values for our taken independent factors were existed between 1.322 and 2.867, which implies that all these values are below the threshold level of 10 (Aslam and Li, 2024). Thus, we observed no problem of multicollinearity in our explanatory variables (table 2).

The paper applied multivariate regression technique to determine the determinants influencing the organizational performance in context of organizational performance. The value of  $R^2$  was 0.677 depicted that our model captured 67.70% of the probability of the selected variables influencing the organizational performance and fits the data as well. The value of adjusted  $R^2$  was 0.657 showed that our model captured 65.70% of the probability of the selected variables influencing the organizational performance and F-value was 13.29 which implies the overall appropriateness of the given model.

**Table 3: Multivariate Regression Outcomes for Organizational Performance**

Factor	Coefficients	Standard Error
Clarity of the organizational work	0.185*	0.032
Shared responsibility	0.797*	0.285
Appreciation for creativity and innovations	0.111	0.015
Work life balance	2.479*	2.713
Health insurance and medical facilities	2.797*	2.857
Financial rewards	2.943*	2.899
Encourage participation in capacity building programs	1.335*	0.985
Flexibility	2.917*	2.991
Involvement of employees in excursion activities	0.673	0.249
Promotes diversity	3.294*	0.101
	R <sup>2</sup> value= 0.677, Adjusted R <sup>2</sup> value= 0.657, F value=13.29	

Author's own estimations

\*Represent the significance level at 0.01 whereas \*\* shows the significance level at 0.10.

The employee clarity with the organizational tasks was positively associated with the organizational performance. It was also supported with the previous literature by Megawaty et al. (2021); Kumari and thapliyal (2017); Isac (2021); Randhawa and Chaudhry (2020); Roz (2019).

The coefficient of shared responsibility was positive and significantly associated with the organizational performance. Thus, the organizations who shared the responsibilities were more likely to improve the organizational performance. Our results are consistent with the results of Rodrigues and Gowda (2011) and Obeng et al. (2021).

Appreciation for creativity and innovations leads towards improving employee job satisfaction and ultimately enhancing the organizational performance. The employees engagement and participation will improve if organization starts to recognize their efforts and work. But in our study the sign of this coefficient was positive but insignificant. The positive correlation between appreciation for creativity and innovations and organizational performance was reported in the articles of Dewi et al. (2018); Hung (2023) and Castro and Martins (2016) and Bodescu et al. (2022).

Our results identified that work life balance and organizational performance had positive and significant relationship with each other. In other words, if organizations take care of the personal life of the employees then the employees participation and engagement will be strengthened, they would be more likely to be satisfied in this way organizational performance will be enhanced. This finding is consistent with the results of Dewi et al. (2018); Bodescu et al. (2022), Berberoglu (2018).

Other important determinant of organizational performance is the provision of health insurance and medical facilities for the employees. In our study, it was affecting positively and significantly to the organizational performance at workplace in the study area. Actually, these facilities uplift the morale of the employees, lead towards organizational commitment eventually pave a way to improve the organizational performance. These outcomes are supported by the studies of Dewi et al. (2018); Hung (2023); Castro and Martins (2016); Bodescu et al.(2022), Berberoglu (2018), Basit (2020) and Ahmad et al. (2018).

Financial rewards also enhance the employee satisfaction and contributes towards improving the organizational performance. Our analysis also showed the same trend, if financial rewards to the employees (performance appraisals, KPIs, commissions, merit and

seniority based) increased then the organizational performance also improved in the study area. It is also in line with the findings of Bodescu et al. (2022) and Berberoglu (2018).

Encourage participation of employees in capacity building programs also influenced positively towards organizational performance. Organizations should motivate their employees to participate in training and outreach activities. These kind of training programs also promote collaborations and linkages with the other organizations. These results are in line with the findings of Hung (2023); Bodescu et al. (2022) and Berberoglu (2018).

Flexibility at workplace while performing tasks, the organizations are changing from traditional way of operating to modernized ones as now days organizations are giving liberty to the employees as when and where they can accomplish tasks but organizational productivity should be increased. The coefficient of flexibility was positive as well as significant according to the results as it implies that flexibility enhanced then organizational performance had improved. This result was supported by the studies of Castro and Martins (2016); Bodescu et al. (2022); Berberoglu (2018); Ahmad et al. (2018).

Involvement of employees in excursion activities as organizational parties, learning lunch, informal dinner, arranging domestic as well as foreign trips for the employees also contribute in improving the organizational performance. In our study, the coefficient of this variable had positive sign but insignificant might be in the selected organizations there would be no trend of such activities.

Promotes diversity also leads to employee satisfaction, improves the employee commitment and eventually strengthens the organizational performance. In our study, the coefficient of this variable had positive sign as well as significant. It implies that when organization wants to be inclusive then the organizations recruit or provides opportunities to everyone regardless of their gender, color, religion, cast, disabilities, creed, and sexual orientation. In a recent times, many organizations following the agenda of equal employment opportunity agenda while advertising the posts, training, workshop, apprenticeship, and internship opportunities (Bodescu et al., 2022 and Berberoglu, 2018).

## 5. Conclusions

The improved organizational climate contributes a significant role in the sustainable organizational performance. The employees who maintain a conducive environment at their workplace then they enjoys high rate of returns, less turnover, and better organizational

performance. Yet, limited work is done about the importance of organizational climate and its' significance is not conveyed in the desired manner to agribusiness enterprises. Moreover, there was limited evidence of factors shaping organizational performance primarily in terms of organizational climate.

The study outcomes confirmed that the coefficient of the employee clarity with the organizational tasks was positively linked with the organizational performance. The coefficient of shared responsibility was also positive and significantly correlated with the organizational performance. So, the organizations who shared the responsibilities with their employees were more likely to improve the organizational performance. The appreciation for creativity and innovations leads towards improving employee job satisfaction and ultimately enhancing the organizational performance. But in this study the sign of this coefficient was positive but insignificant. The analysis found that work life balance and organizational performance had positive and significant relationship with each other. For instances, when the organizations take care of the personal life of the employees then the employees participation and engagement is strengthened, they would be more likely to improve the organizational performance. An other important factor of organizational performance is the provision of health insurance and medical facilities for the employees. In this study, it was affecting positively and significantly to the organizational performance at the workplace. Basically, provision of these facilities enhance the morale of the employees and leading towards organizational commitment eventually pave a way to increase the organizational performance. The monetary rewards also increase the employee satisfaction and plays a profound role in improving the organizational performance. The analysis showed the same pattern if financial rewards to the employees are given in the form of their performance appraisals, KPIs, commissions, merit and seniority based then the organizational performance also improved. Encourage participation of employees in capacity building programs also influenced positively towards organizational performance. Organizations should boost their employees to participate in capacity building programs particularly ICT based trainings and outreach activities. These kind of training programs also promote collaborations and linkages with the other other institutions. Flexibility at workplace while performing tasks, the organizations are shifting from traditional way of doing business to modernized way, now days organizations are giving liberty to the employees as when and where they can accomplish tasks but organizational productivity should not be compromised. The coefficient of flexibility was positive as well as significant in this research. The involvement of employees in excursion activities as organizational gatherings, learning lunch, informal dinner, arranging domestic as

well as foreign trips for the employees also enhance the organizational performance. In the study, the coefficient of this variable had positive sign but insignificant might be in the selected organizations there would be no trend of such activities.

Inclusion of diversity also leads to employee satisfaction, improves the employee commitment and eventually accelerates the organizational performance. In this study, the coefficient of this variable had positive sign as well as significant. It implies that when organization wants to be inclusive then the organizations recruit or provides opportunities to everyone regardless of their gender, color, religion, cast, disabilities, creed, and sexual orientation. In a recent times, many organizations following the agenda of equal employment opportunity agenda while advertising the posts, training, workshop, apprenticeship, and internship opportunities.

Our outcomes have major practical implications for the improvement of organizational performance particularly in the developing economies. Therefore, it is necessary to boost employers to devise flexible practices for the workers in the organizations. Decision makers should develop the policies that promote the conducive environment at workplace. Finally, the organizations should take care the employee privacy and employee rights so their maximum participation in organizational productivity may be ensured.

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