

LINKING ORGANIZATIONAL CLIMATE WITH PSYCHOLOGICAL CAPITAL: ORGANIZATIONAL INNOVATIVE CULTURE AS MODERATOR

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ABSTRACT

Objectives: The objectives of this current study are designed to explore the impact of organizational climate on the psychological capital and to investigate the moderating role of organizational innovative culture for linking the organizational climate to psychological capital of university teachers in Pakistan.

Methodology: This study is quantitative in its nature and it collected primary data with the help of valid and well-structured questionnaire. The online data is collected from the 120 full time university teachers. For the data analysis this study applied PLS approach for developing the structural equation (SEM). This study investigated the existence of the social exchange theory in the context of higher educational institutions, because this theory plays important role to develop interaction between the organization and workers.

Finding: The empirical results elaborated that organizational climate has positive and significant impact on the psychological capital of the teacher in higher educational institution. This organizational climate enhances the hope, self-efficiency, optimism, resiliency of the teacher that also led the organization toward the success. Further, this study explained that Organizational innovative culture is best moderator to develop the link between the organizational climate and psychological capital of the teacher. These results are a line with social exchange theory too.

Conclusion: In the end, this study concluded that university teacher are asset for any country, because they produces professional and well trained human capital for the country. The innovate culture of organization with passive climate enables the teachers to utilize their innovative ideas to solve the problem of students.

Keyword: Organizational climate, Psychological capital, organizational innovative culture, Smart PLS, social exchange theory, Pakistan

1. Introduction

World is fluctuating its perception about the working strategies. The innovation in all fields of life has been fetching novelty not only administrative but individual's culture, performance and working climate. Form last few years, the Pakistan has experienced momentous economic, collective and organizational alterations. In this present situation, additional expansion is required the specialized organization that augmented with psychological capital such as (optimism, hope, resiliency and self-efficacy) and afresh advanced human capital proficient by the educational institutions satisfaction

(Idres & Manganaro 2017; Rožman & Štruklj 2020).

At the present time the universities are also under the debate to equivalent forces of market place. It is remarkable that regulation in this framework has insisted the educational institutions to adopt the perception of corporate business and treat the students as the consumers (Zwain et al., 2012; Hilman & Abubakar 2017). Therefore, the part of the educators cannot be abandoned as national creator. There are some aspects such as civilization, climate and culture strongly effect on their performance as well as their psychological competences (Salamat et al., 2013; Makovec 2018).

Innovative culture of the organizations is as imperative as its environment, because it related to the interrelated dynamic that inspire the stakeholder to impart the principles, beliefs and values of the organization. Innovative culture stimuli the activities and make the employee more creative to make the organization successful in highly competitive market environment (Mohammad et al., 2020).

By focusing this situations, the objectives of this study is to find out the influence of organizational climate on the psychological capital of the university teacher and to inspect the moderating character of innovative organizational culture to create the connection between the organizational climate and psychological capital of lecturer in well know university in the Pakistan. On the bases of objectives, this study constructed following research questions.

RQ1: How the OC (organizational climate) impact on the PC (psychological capital) of university teachers in Pakistan?

RQ2: what is the moderating role of organizational innovative culture to link the OC with PC of lecturer in universities?

RQ3: Is there any actuality of social exchange theory in the context of higher educational institutions of Pakistan?

Regarding to the novelty of the study, this study is extensions from past study with different contribution. First contribution of this paper is, to use the psychological capital as dependent variable; there is adequate literature about the backgrounds and inconsistent evidence about magnitudes of psychological capital (Costa & Neves, 2017; Al-Kahtani et al., 2020) in educational sector. In general, the psychological capital is discussed in business organizational point of view, but it is believe that this concept is extremely related to the educational industry. The innovative culture it is not only important for the externalities of organization but it has deep effect in teaching and learning process (Ghasemzadeh et al., 2019). Innovative culture is found a significant affect in higher educational institutions of Pakistan (AL-Qutaibi 2019) because it brings novelty in ideas to curb the challenges by removing the traditional way in educational activities of the teacher and learners (Siti et al., 2018)

Furthermore, this study has also documented the value and importance of PC, OC and OC and its significances in the excellent Pakistan framework. The study has also highlighted its implication and applicability across frequent cultures. In this perception, it is of high importance to note that the current study is developed in Pakistan, which has special culture. Additionally, there are multifarious studies have been showed in the western world linking the concepts examined here, this existing study is the first of its kind in Pakistan, thus connecting a major gap in the literature and scrutinizing the existence of SET (social exchange theory) in the perception of educational sector in Pakistan.

2. Theoretical framework

Social exchange theory

Social exchange theory play vital role in psychological perceptions and social variations as procedure

of interactive exchanger of view among different person. This theory is normally the usage of inside the market world to tricky and evaluation the economic connections. Therefore, this idea has deep roots within the field of sociology, monetary and psychology. It also relates with reinforcement principle, utilitarianism and functionalism of the business enterprise in addition to person. The most influential conceptual patterns of this theory are, to recognize the behaviour of administrative center. Its admired foundation can be mentioned from 1920 (Malinowski 1932), linking this idea as anthropology (Firth. 1967), Sociology (Balu 1964) and social psychology (Thibault & Kelley 1959)

There are numerous studies such as (Brimhall et al., 2014, Cheng & Waldenberger 2013) that confronted this theory in current area. For instance, (Singh et al., (2013) examined the difficulties to understand the social support to the engineers and self-confidence of the workers for passing the organization in which they are presently working.

Therefore, this study tried to discover the groundwork of this theory by examining the impact of OC on the PC with moderating role of OIC in the context of educational institution in Pakistan.

3. Literature review and Research Hypothesis

This study has established the research hypothesis to categorize the impact of OC on the PC with moderating role of OIC (organizational innovative culture) in Pakistan

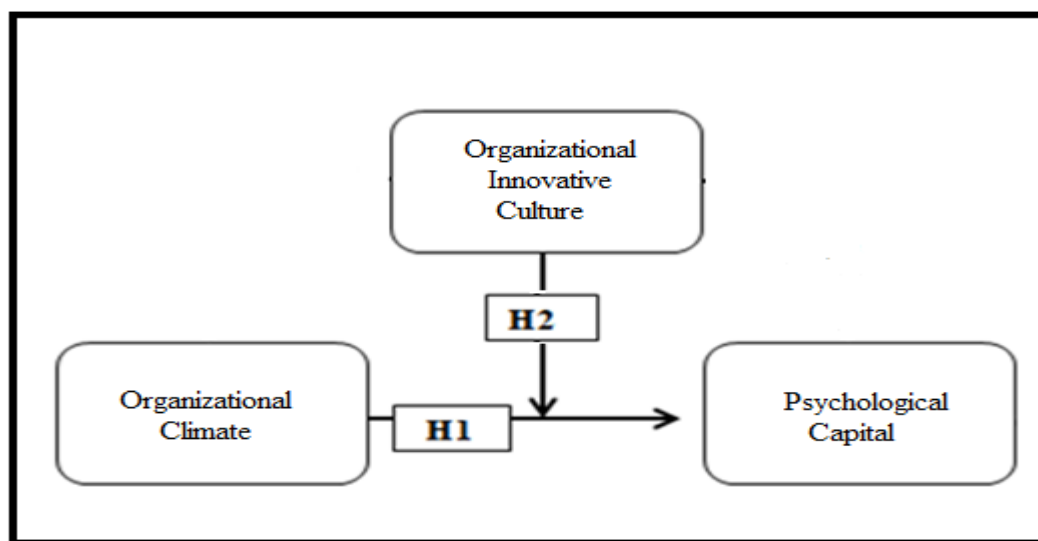


Figure 2: Proposed model of study with hypothesis

Source: Developed by author

Organizational climate and psychological capital

The OC has been using unlike variables in different researches for ensuring its positive aspect in different department of business. Some studies relates the organization climate with staff performance (Batlolona, 2016) organizational outcomes or performance (Berberoglu 2018), organizational citizen relationship (Ghanberi & Eskandari 2016) etc, The good climate establish the positive psychology among the employees use to reinforce the concept, attitude and power of decision making that lead to required outcomes in the organization (Sing et al., 2015).

The OC is consisted on the process and structure of the organizational and it also relates with the

behaviour, performance, expectations of the employee. The OC also have energetic role in consequences at separate, team and organizational level (Kumar-Bamel et al., 2013; Ghanbari & Eskandari 2016) The organizational climate needed for the psychological capital, because it enhances the capacities of the staffs for the optimistic work out come. In this way, the psychological capital of the worker can be improved if they are facilitating with positive climate (Qadeer & Hina 2014; wang et al., 2018). This study generated following hypothesis on the base of above argumentation.

Hypothesis H1: OC has a positive impact on PC of the university teachers.

Moderating role of organizational innovative culture

The innovative culture in educational organization relates to opportunities associated to the innovated goals. The implementation of innovation denotes the ability of a team to perform all the creative ideas in the way in which systems and processes are co-aligned to changes (Fuad et al., 2020).

OIC (Organizational innovative culture) has become the stimulating topic in recent years and considering as the predictors of the organizational innovativeness (Danks et al., 2017; Lousa & Monico 2018, Tian et al 2018). The innovative culture in the educational industry has gripped its foundations, because this innovation in organization innovation in the teaching ideas, teaching strategies and learning culture of students (Rofeei et al., 2018; Khan et al., 2018).

OIC has very important role as the moderator in many perspectives (Mohammad et al., 2020), it creates the belief, responsibilities, values and principles in the organization. According to O'Reilly & Robbins (2019) sophisticated education institutions like universities, with innovative culture provide active capabilities to accomplish task in improved way. OIC also empowers the staffs to exchange the information among the staffs by generating satisfactory climate. On the base of above discussion this study established following hypothesis.

Hypothesis H2: organizational innovative culture moderate the link between the organizational climate and psychological capital of university teachers in Pakistan

4. Research Methodology

Sample size and data collection

The study inspected the connotation of OC with PC using moderating role of OIC among staff members of a main university in Pakistan. In recent times, this university is experiencing most important reform to make the institution more innovative, and faculty members are invigorated to determine novel education methods, such as problem-based learning. This study collected the data from the lecturer of the university, because the teachers of higher educational institutions are neglected, mostly studies are done on students or primary and secondary school teachers. This study is conducted on the data collected from the full time teachers of BZU (Bahauddin Zakariya University) which is located in Pakistan. Simple random sample would be the names of 120 faculty members being chosen out of a hat from a university of 1000 faculty members.

This paper is quantitative in its nature and primary data is collected through the questionnaire from September 10, 2021 to February 10, 2022. The reply rate was 100% and the confidentiality of the contributors was guaranteed. The table of contributors is elaborated below.

Table 1: Profile of participants

Variables	Category	Percentage
Gender	Male	73.8%
	Female	26.2%
Age	25-34 years old	15.2%
	35-45 years old	60.3%
	46-55 years old	22.4%
	Above 56 years old	2.1%
Experience	1-5 years	37.1%
	6-9 years	44.3%
	10-14 years	13.1%
	15 years above	5.5%
Academic level of position	Teaching assistant	2.5%
	Lecturer	11.4%
	Assistant professor	63.7%
	Associate professor	17.7%
	Professor	4.6%

Measurement

Following table explains the measurement and source of variables

5. Results

Variable	Items	Source	Scale
psychological capital (Dependent)	1. Hope 2. Resilience 3. Self-efficiency 4. Optimism	Wang et. al., (2018)	Seven-point Likert scale
organizational climate (Independent)	1. I am familiar with the mission, vision and values of the venture. 2. My workload is appropriate 3. I get the learning 4. I believe everyone is treated fairly in my venture 5. The relationship between me and my employees is good	Vähälummukka, Tiia (2012), Wang et. al., (2018)	Seven-point Likert scale

organizational innovative culture (Moderator)	<ol style="list-style-type: none"> 1. The people in my organisation are encouraged to try new and better waysof doing their jobs 2. Innovation is highly rewarded in our organisation 3. Trying new ways of solving problems is encouraged in our organisation 4. Our organisation's culture allows people to be creative 5. In our organisation, change is viewed asa positive factor, which brings new 6. opportunities 	Mohamad A., et al.,(2020)	Seven-point Likert scale
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This study applied PLS (Partial Least Squares) approach for developing the structural equation (SEM) by using smart PLS. The prominence of this technique is affirmed by Hair et.al.,(2020).

Therefore, by following the strategy from PLS-SEM literature, this study has used two step approach for the analysing the result. In first step of PLS-SEM techniques, this study has measured inter-item reliability, internal consistency reliability and convergence validity of the measurement model. In second step is applied for the testing the hypotheses and predictive capability the assessment of the structural model (Henseler et al., 2009)

Discriminant validity and convergent validity

The study used HTMT (Heterotrait-Monotrat ration of the correction) to find out the discriminant validity. This process is used because of criticism on criterion of discriminant validity measurement by Fornell and Larcker (1981). The table showed that all the value of HTMT met at 0.85 (suggested criteria) by Fornell and Larcker(1981) and Kline (2005).

Table 2: Discriminant and convergent validity

Variable	Alpha	AVE	CR	IC	OC	PsyCap
IC	0.862	0.650	0.902	0.806		
OC	0.815	0.574	0.870	0.645	0.757	
PsyCap	0.976	0.673	0.977	0.313	0.713	0.820

Source: Authors' own estimations.

Note: IC, Innovative Culture; OC, Organizational Climate; PsyCap, Psychological Capital; AVE, average variance extracted; CR, composite reliability.

This table (2) explains that study maintained the threshold level at 0.70% to determines the inter item reliability (Hair et al., 2016). This table shows the convergent validity with the helpof average variance extracted (AVE) at the 0.50 threshold level (Hair et al., 2016). The convergent validity explains the level of the projected model. According to the current values indicated in table explains a high level of convergent validity.

Further this table shows the value of composite reliability that is indicated as CR. The value of CR is greater than 0.70 threshold level and this value explains the reliability and a high level of consistency in the model. Therefore, it can say that, overall model is good fit in its nature.

Strength of moderating effect

The power of moderating consequence of the latent is measured by the comparison of the R^2 included with R^2 excluded. The value of R^2 included is 0.636 and R^2 excluded is 0.231. In this study F^2 values showed the large effect of the OC on the PC.

Table 3: Strength of mediating effects

Exogenous Latent Variables	R2- Included	R2-Excluded	F2	Effect Size
OC -> PsyCap	0.636	0.231	0.96	Large

Measuring R^2 Value

This study determined the coefficient or R^2 to analysis the explanatory power of model. The R^2 of this model was calculated by the PLS algorithm in Smart-PLS. It is suggested that all the value is above the 0.10 threshold level (Falk and Miller, 1992). The R^2 value of innovative culture is 0.416 and psychological capital is 0.545. These values are above the threshold level (0.10) and confirmed that overall model is good fit.

Table 4: R2 Value

Variables	Value
IC	0.416
PsyCap	0.545

Hypothesis Testing

This study applied second step (path coefficient and significance) to make analysis about the hypothesis. The result of hypothesis testing is elaborated in following the table number 4

Table 5: Structural model (Path coefficient and significances)

Hypothesis	Relationship	Beta	Standard error	T-Value	P-Value	Decision
H1	OC-> PsyCap	0.617	0.036	24.856	0.000	Supported
H2	OC* IC-> PsyCap	0.068	0.027	2.130	0.017	Supported

In this table, H1 explain that organizational climate has positive and significant impact on the psychological capital, because $\beta = 0.617$ and p-value is less then threshold level. So, null hypothesis is accepted and alternative is rejected, as result is supporting H1. Further, the second hypothesis (H2) explains that an innovative culture of the organization play a significant moderating role between the organizational climate and psychological capital ($\beta =$

0.068 and $p < 0.000$), therefore, the result of H2 is also supported to the study.

For explaining the moderating impact of the innovative culture between the PC and OC, this study has

established an interface plot. This figure (2) has PC at y-axis and OC level at X- axis. This figure indicates the strong moderating effect of the innovative culture. The strength of the moderator is explained table (4) by the comparison of included and excluded R^2 of model as well as moderating and latent variables (Henseler and Fassott 2010). Overall this figure indicates the strong impact of innovative culture as moderator for linking the OC and PC.

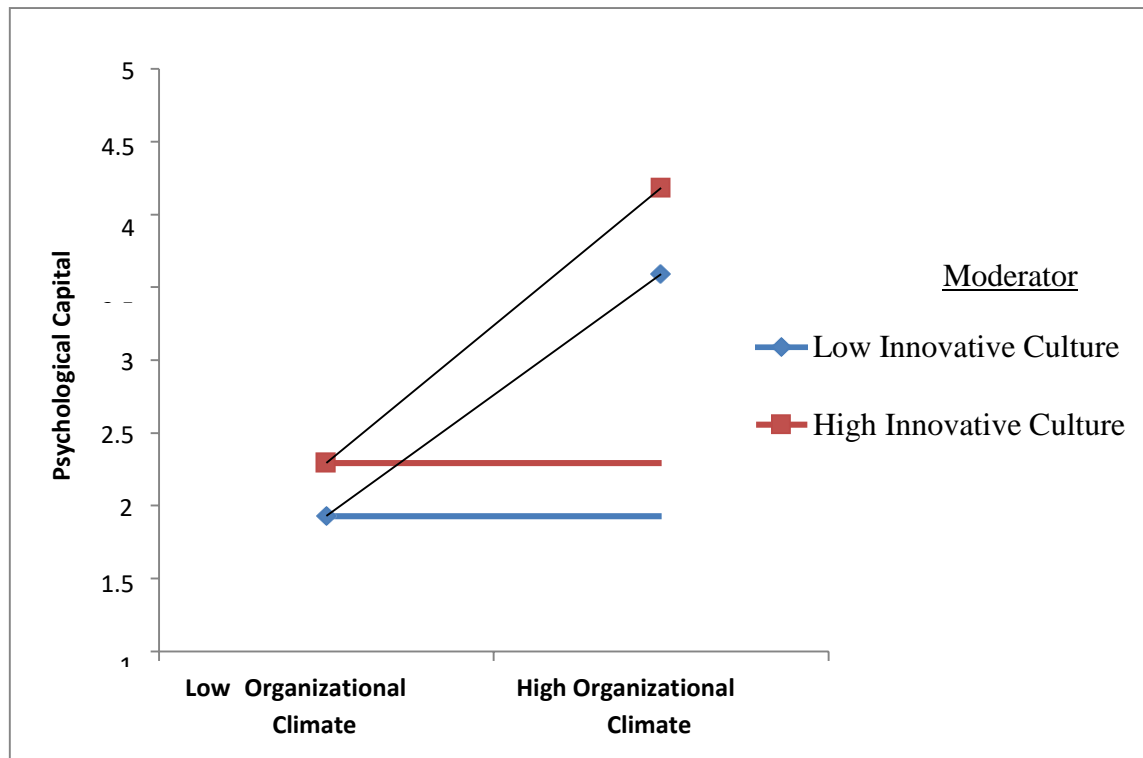


Figure 2: IC strengthens the positive relationship between OC and PC

Predictive power of the model

There are some researchers (Shmueli et al., 2019) explained the novel evaluation process that is designed especially for the predication-oriented nature PLS-SEMs. This study followed this view and extended the analysis by adding a predictive relevance analysis with PLS- Predict recommended by Shmueli et al., (2019). The value of Q^2 of the psychological capital is 0.356 that is greater than 0, it indicates good predictive relevance at the construct level. The value of Q^2 of innovative culture is 0.261 that is greater than 0, it indicates the good predictive power of the variable. Following table explains the values of predictive power of model.

Table 5: Predictive power of the model

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
IC	1174	876.10.321	
OC	1174	1174	
PsyCap	3966	2406.850.256	

Consequently, this table the study concluded that overall results explain that this model has strong predictive power. This result is supported by Shmueli et al., (2019).

6. Discussion of results

To the best of researcher's knowledge, this study is one of the initial actions to inspect the link between the organizational climate and psychological capital with moderating impact of innovative culture. This study contributed to the literature by extending previous research (Peterson et al., 2011; Idres & Manganaro 2017; Cimen & Özgan 2018) This study used innovative culture as the moderator to define the impact of organizational climate on the psychological capital of the full time teaching staff in well-known university of Pakistan.

The first hypothesis of this research is accepted which explained that organizational climate has positive and significant influence on the psychological capital of the staff in higher educational institution. The establishment of the superlative organizational climate is very imperative for the human source of the organization, because it regulate attitude, performance, and enactment of the worker. The best In the current modest world environment employee desirable a severe intellectual health to achieve targets according to ever growing probability of the administrations which increase the workload and responsibility and satisfactory climate of organization show the important role to utilize the psychological capabilities of the employee, the results are supported by (Sing et al., 2015).

Further in academic frameworks, the organizational climate is important element that improves the attractions among the faculty members and administration. A very good climate permits scholarly exploration and social interaction in the institution Greenwalt (2015). The organizational climate inside the academic group permits the faculty individuals to perform their obligations in nicely manners, due to the fact faculty performance general impact the organizational overall performance. The organizational climate enables the workers to alternate the thoughts and use leadership abilities and enhance paintings overall performance(Berberoglu 2018; Albrecht et al., 2018)

Forth hypothesis (H2) of this research explained the organizational innovation culture moderate between the organizational climate and psychological capital of university teacher in Pakistan. This hypothesis is customary too. This empirical end result explains that due to the fact innovative culture in an institution alternate the dynamic nature of organizational climate that convey the innovation in operating system of the employee, where they could use their talents and increase self-belief. Organizational innovation culture is first-rate moderator to link the explanatory variables to analysis its ability advantages. The innovation in culture of the organization positivity relate to the organizational climate and similarly this climate provide the space for discovering the mental abilities to improve the running talents such as management, supervision, social change and bring the innovation educational tools. The result of this hypothesis is a line with (Parthi & Gubta 2016; Ghasemzadeh et al., 2019; Faud et al., 2020)

6.1 Conclusion

The consequences of this exploration made significant theoretical contribution to current literature in many ways. First, this study exposed the impact of organizational climate on the psychological capital of university staff members in Pakistan. There is no any study is conducted regarding to this perceptive in this area. Secondly this study selected innovative culture as moderator to examine the moderating role of organizational innovative culture for concerning the organizational climate with psychological capital, yet to best of author's knowledge, there is no efforts have been made to study

the moderating role of organizational innovative culture in context of full time faculty members of Bahauddin Zakariya University.

Further, this study vindicated the finding with the help of SET and inspects that the implication of the SET is not new; it has been expansively functional in intensification of relationship between the institute and its faculty. This theory relates to govern the behaviour of organization and functioning climate that how establishment and workers interrelate with each other (Cropanzano & Mitchell 2005; Biron & Boon, 2013). On the behalf of above discussion, it can say that this study has strong theoretical bases in the educational institutions in Pakistan. The organizational climate impact positively on the worker's psychology and the culture of the organization help the worker to work more efficiently within the institution.

7. Research limitation

This study has come constraints such as this study only selected exact time lag, but there is lack of longitudinal data analysis that can help to make deep analysis and to find out advanced approaches required in organizational innovative culture. Second, this study has collected the data from a specific educational institution and country (Pakistan) and made analysis on general base, but its essential to conduct a qualified study by gathering the data from more than 3 of 4 or additional universities. In the future study, it is suggested that research should be conducted by using the multiple respondents from different department of different enterprises or firms. Third, Same study can be compared on the large sample size. Fourth, there is need to conduct an advanced research to compare the result of this study to western universities which has different culture and ethics.

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