Investigation of the impact of social climate on employee performance: A comprehensive analysis[1]

Sosyal iklimin çalışan performansı üzerindeki etkisinin araştırılması: Kapsamlı bir analiz

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Abstract

This study examines the impact of organisational social climate on employee performance, focusing on public-sector employees at Diyarbakır Kayapınar Municipality. Social climate, as a multidimensional concept, encompasses interpersonal harmony, managerial support, communication, work ethics, and workplace relationships. Using a quantitative research design, data were collected through validated survey instruments and analysed using a statistical package. Findings reveal a statistically significant, positive relationship between social climate and employee performance, with the social climate dimensions collectively explaining 70% of the variance in performance ($R^2=0.70$). Specifically, Interpersonal Harmony ($p<0.05$) emerged as the strongest and most influential dimension, followed by Organisational Support ($p<0.05$), Intragroup Communication ($p<0.05$) and Work Ethics ($p<0.05$). However, Professional Solidarity and Non-Work Relations did not significantly affect performance ($p > 0.05$). The results support existing literature while also offering new insights into which dimensions of social climate are most critical in a public service context. the study highlights the importance of fostering a positive workplace atmosphere, especially prioritising harmony and organisational support, to enhance motivation, collaboration, and individual productivity. Accordingly, strengthening a positive social climate is considered a key factor in improving employee motivation, collaboration, and individual productivity, and may provide valuable insight.

Keywords: Social Climate, Employee Performance, Organisational Support, Workplace Communication, Public Sector, Motivation

Jel Codes: M52, M31, E24

Öz

Bu çalışma, Diyarbakır Kayapınar Belediyesi'ndeki kamu sektörü çalışanlarına odaklanarak, örgütsel sosyal iklimin çalışan performansı üzerindeki etkisini incelemektedir. Çok boyutlu bir kavram olan sosyal iklim, kişiler arası uyum, örgütsel destek, iletişim, iş ahlakı ve iş yeri ilişkilerini kapsamaktadır. Kantitatif bir araştırma deseni kullanılarak, veriler geçerliliği kanıtlanmış anket araçları aracılığıyla toplanmış ve istatistiksel paket programı kullanılarak analiz edilmiştir. Çalışmanın bulguları, sosyal iklim ve çalışan performansı arasında istatistiksel olarak güçlü ve pozitif bir ilişki olduğunu ortaya koymakta olup, sosyal iklim boyutlarının performanstaki varyansın kolektif olarak %70'ini açıkladığını göstermektedir ($R^2=0.70$). Spesifik olarak, Kişiler Arası Uyum ($p<0.05$) en güçlü ve en etkili boyut olarak öne çıkmış, bunu Örgütsel Destek ($p<0.05$), Grup İçi İletişim ($p<0.05$) ve İş Ahlakı ($p<0.05$) takip etmiştir. Ancak, mesleki dayanışma ve iş dışı ilişkilerin performans üzerinde anlamlı bir etkisi saptanmamıştır ($p>0.05$). Elde edilen sonuçlar, mevcut literatürü desteklemekle birlikte, sosyal iklimin hangi boyutlarının bir kamu hizmeti bağlamında en kritik olduğuna dair yeni içgörüler de sunmaktadır. Çalışma, motivasyonu, iş birliğini ve bireysel üretkenliği artırmak için pozitif bir iş yeri ortamı yaratmanın, özellikle de uyum ve örgütsel desteğe öncelik vermenin önemini vurgulamaktadır. Buna göre, pozitif bir sosyal iklimi güçlendirmenin, çalışan motivasyonunu, iş birliğini ve bireysel üretkenliği artırmada kilit bir faktör olduğu kabul edilmekte ve değerli bir içgörü sağlayabileceği düşünülmektedir.

Anahtar Kelimeler: Sosyal İklim, Çalışan Performansı, Örgütsel Destek, İş Yeri İletişimi, Kamu Sektörü, Motivasyon

Jel Kodları: M52, M31, E24

Introduction

Nowadays, a paramount issue for organisations and companies is employee performance and productivity (Bhatti & Qureshi, 2007). Effective employee management is crucial to helping organisations fulfil their objectives, sustain long-term operations, and remain competitive in dynamic markets (Kabii & Kinyua, 2023). At this point, it is necessary to determine the factors affecting employee performance and examine their effects on organisational success. Within this framework, the present study aims to investigate how social climate influences employee performance. The term 'social climate' encompasses various elements such as interpersonal relationships in the workplace, interactions among colleagues, leadership approaches, team cohesion, and the overall organisational atmosphere (İzci & Kılıç, 2025; Gürkan & Koçoğlu, 2014).

Furthermore, social climate can be described as a dynamic process emerging from the interactions among individuals and groups within an organisation. It encompasses elements such as harmony in employee relationships, group formation, solidarity, and social bonds that often extend beyond the workplace. (Banwo et al., 2022). A positive social climate can increase employees' job satisfaction, motivation and performance, while a negative social climate can lead to conflicts, demotivation and low productivity (Gaunya, 2016). In the business context, performance refers to the total output of goods and services produced over a given period (Löfsten, 2014). Performance determines the level of production resulting from the activities performed and serves as a criterion for assessing the extent to which the set targets are achieved.

While the study is being constructed, the inferences the reader is expected to draw from the authors' work must be carried out systematically. Within this context, it is essential first to clarify the fundamental meanings of the concepts of social climate and job satisfaction, which form the core variables of this research, for the reader. For this reason, in this part of the study, necessary explanations are provided to create a theoretical framework for the concepts used in the research.

Social climate refers to the general atmosphere that arises from the interactions, norms, attitudes, and relationships among individuals within a community, organisation, workplace, school, or society (Ashforth, 1985). In other words, the social climate determines people's attitudes towards each other, the quality of social relationships, and how individuals' social needs are met, such as belonging, trust, support, and cooperation (Baumeister & Leary, 2017). This concept is often used to study the dynamics of groups within schools, workplaces and society (Petriglieri & Petriglieri, 2010). In other words, social climate refers to the combined influence of various social factors within organisations on employees' behaviours and attitudes (James et al., 2008).

Organisational climate is a difficult concept to explain. It can be likened to the climate of geographical regions or weather descriptions that emerge with the combination of environmental factors (Linnenluecke et al., 2015). Organisational climate, defined as a psychological state rooted in individual perceptions (Korkmaz, 2011), is a commonly utilised concept in research exploring organisational behaviour (Schneider et al., 2013). Since it relates to both the employee and the organisation, it is of interest to many audits, and therefore different definitions have been proposed from various perspectives (Ural, 2014). Perceptions about the psychological structure of the organisation are called organisational climate (James et al., 2008). In other words, it reflects the views of organisational employees on psychological states such as support, encouragement, kindness, sincerity, honesty, reward, and guidance that they perceive in the organisation's psychological structure.

Synthesising these various definitions, organisational climate can be described as a psychological construct that characterises an organisation, setting it apart from others. It embodies stable and enduring qualities of the internal environment, influences and is influenced by employee behaviours, is intangible yet perceptible, and encompasses these attributes. In summary, organisational climate is a state defined by perceptions that shape what employees feel and experience at work. This is an important concept and element that affects employees' job performance, motivation and overall job satisfaction.

Another key variable examined in this study is employee performance. The concept can be explained as the result of an organisational employee fulfilling the tasks and responsibilities assigned to them based on their individual expertise, experience, job knowledge, time spent on the job, and sincerity (Nagar, 2012). In other words, the employee shows, through their performance, how they decide to perform the task (Kuvaas et al., 2016). Employee performance is a concept that describes an employee's efficiency, effectiveness, and work results (Shammout, 2021). It is evaluated by the extent to which an employee successfully fulfils their duties, the effort they make to achieve work goals (Barrick et al., 2013), the contribution they make at work, and the extent to which they fulfil their responsibilities (Lee

et al., 2011). Employee performance is the effort and time an employee invests in an organisation to survive (Taiwo & Idunnu, 2010). In the performance management process, all individuals within the organisation are considered team members, and communication between managers and team members is an important part of the process (DeNisi & Smith, 2014).

Employee performance can be measured by a variety of factors, including time management, work quality, level of goal achievement, collaboration, problem-solving skills, and creativity (Vuong & Nguyen, 2022; Van Laar et al., 2020; Diamantidis & Chatzoglou, 2019). Employees who demonstrate high performance in the workplace are generally more productive in their work, contribute to teamwork and contribute to the overall success of the organisation (Hessari et al., 2025; Sanyal & Hisam, 2018; Anitha, 2014). If high employee performance in organisations is desired, the tasks assigned to employees should be clearly and precisely defined, and the necessary working conditions should be provided.

Employee performance management is critical to the success of many organisations. Companies aim to enhance their employees' competencies by monitoring performance, providing feedback, and organising development programs (Bilderback, 2024; Lubis et al., 2024). Employee performance is simultaneously one of the most critical criteria for organisational success. Because the better and higher the individual performance of the employee, the organisation's performance levels will increase at the same rate (Ghedabna et al., 2024; Obisi, 2011). This situation will make organisations more competitive in the market.

Organisational factors can have significant consequences for employee performance. Employee performance is generally perceived as a process that concerns only individuals. Still, factors such as management approach, organisational structure, working ground and conditions, environmental factors, and job security are among the very important factors affecting employee performance (Kaçık, 2021; Barasa, 2017). Various internal and external factors directly affect an employee's productivity, motivation and overall performance at work. These factors relate to workplace conditions, individual competencies, and organisational policies. The main reasons that affect employee performance at work are as follows.

Motivation: The concept can basically be explained as the driving force that mobilises people to achieve a specific goal. Motivation and performance are interrelated. Employees' willingness to do the job and their sense of value at work affect their performance (Zhenjing et al., 2022; Liu et al., 2013). Intrinsic motivation (personal satisfaction) and extrinsic motivation (rewards, promotions) play important roles (Aljumah, 2023; Mafini & Dlodlo, 2014). At the same time, fair promotion conditions can increase employees' motivation (Jehangir et al., 2015). When career plans are targeted towards the conditions within the organisation, an increase in employee satisfaction and performance can be achieved (Memduhoğlu, 2011).

Leadership and Management: Effective leadership plays a critical role in guiding, motivating and supporting employees. A good leader provides guidance, feedback and opportunities for development. In work environments where wages are inadequate, the support of managers and management style can be an important source of motivation (Eceoğlu, 2020). Managers must value their employees' work and ideas. Employees want to be appreciated and liked by their managers and teammates. No matter what job they do, when they are appreciated and admired, this situation motivates them and increases job satisfaction (Selçuk & Akgün, 2022; Calik et al., 2012).

Training and Development Opportunities: Providing continuous learning opportunities for employees to do their jobs better can improve their performance (Maurer & Weiss, 2010). Training programs and opportunities for skill development and personal growth increase employee competence and job satisfaction (Siswanto, 2023; Wajidi et al., 2023). Improvement in an employee's performance leads to promotion and a salary increase (Sunoma et al., 2021). Employees who know they can do their jobs faster and more efficiently with the training they receive and are highly motivated by this will further improve their performance.

In this study, the effects of social climate on employee performance are discussed theoretically and empirically and evaluated in the light of the experiences of the employees of Kayapınar's municipality, which should provide managers in public service entities with an actionable strategy based on empirical evidence to directly boost productivity by improving critical working conditions of the workplace. In this framework, the definition and content of the concept of social climate are first discussed, followed by an examination of its relationship with employee performance using a quantitative research design and a validated survey instrument. The study's findings identify the dimensions of social climate most critical in this setting and offer new insights into the public sector context, thereby contributing significantly to the literature. The results will also shed light on effective strategies that businesses and

public institutions can implement to enhance motivation, collaboration, and individual productivity by fostering a positive workplace atmosphere.

Theoretical background and literature review

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Social climate

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Employee performance

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Literature review

The connection between organisational social climate and employee performance has garnered increasing attention in both domestic and international studies. Organisational social climate refers to employees' collective perceptions of their workplace environment and plays a crucial role in shaping their attitudes, motivation, and behaviours. Numerous studies have demonstrated that fostering a positive social climate within organisations leads to enhanced employee performance, greater job satisfaction, and overall improved organisational outcomes.

The influence of organisational social climate on performance is increasingly recognised as a crucial mediator linking specific management practices to employee outcomes. Studies have established that the Employee Relations Climate (ERC) mediates the relationship between Strategic HRM practices and organisational performance, demonstrating that a positive social atmosphere is the mechanism that translates management effort into measurable outcomes. Furthering the discussion on mediating

mechanisms, Aeknarajindawat et al. (2020) investigated the influence of well-being-oriented HRM practices on employee performance, specifically examining social climate as a mediator. This study, conducted among pharmaceutical employees, reported a significant, positive influence of wellbeing-oriented HRM practices on employee performance. Crucially, the results indicated that the social climate is an important mediator of the relationship between wellbeing-oriented HRM practices and employee performance, with employee resilience also mediating this relationship. These findings underscore the fundamental importance of the work environment as the key conduit that translates employee support and well-being initiatives into higher productivity.

Supporting these consistent outcomes, a literature observation by Permatasari and Ratnawati (2020) also confirms the positive relationship between work climate and employee performance after conceptually analysing various primary studies over the last decade. This research specifically highlighted that this strong relationship is often magnified in contexts where social relations take priority, suggesting that cultural factors are vital to fully understanding the mechanism by which climate drives productivity.

Studies in Turkish literature reinforce these global findings. Tutar and Altınöz (2010) emphasise that perceptions of organisational climate are positively associated with employee performance, motivation, and satisfaction. Aydemir (2023) adds that the communication climate plays a critical role in job satisfaction, which, in turn, enhances performance while reducing absenteeism and turnover.

The positive effects of social climate are also linked to employee engagement, commitment, and retention. Bilginoğlu and Yozgat (2022) found that a favourable social climate fosters a sense of belonging and workplace friendships, thereby reducing employees' intention to leave. Kuvaas and Dysvik (2009) note that such climates are especially important for temporary employees, as they enhance collaboration and knowledge sharing. These findings align with Bucak (2002), who found that weak superior-subordinate relationships in a developing faculty setting hindered organisational cohesion and learning.

Psychological safety is a key mechanism through which the social climate influences employee performance. According to Singh et al. (2013), psychological safety acts as a mediator in the relationship between diversity climate and employee performance. When employees feel safe to express themselves, especially in inclusive environments, their productivity improves. Bartram et al. (2020) also argue that social climate, along with social identity and empowerment, enhances the effectiveness of HRM systems in promoting performance. In line with these insights, Akın (2010) highlighted that a perceived creative climate, rather than empowerment alone, significantly influences creative outputs at the organisational level.

Leadership is another key determinant in shaping the organisational social climate. Muhonen et al. (2013) emphasise that leadership behaviours mediate the relationship between climate and well-being, suggesting that effective leadership fosters a performance-enhancing environment. This is echoed by Yılmaz et al. (2008), who state that a toxic environment can enable negative behaviours such as mobbing, particularly affecting female employees in public hospitals.

Ethical considerations and value alignment also play a significant role. Erdem (2021) found that ethical organisational climates enhance employee voice by fostering psychological safety, while Halvorsen et al. (2022) argue that such climates strengthen trust and cooperation, directly contributing to performance. Additionally, Filiz and Bardakçı (2019) observed that perceptions of organisational climate had a limited impact on trust, though demographic variables influenced these perceptions. This complexity highlights the need for context-specific climate strategies.

The relational dynamics of the workplace - especially under conditions of stress, competition, or safety concerns - are further influenced by the social climate. Ye et al. (2020) showed that in high-interdependence, high-competition environments, team humility and a supportive climate significantly enhance creative performance. Yagil and Luria (2010) similarly argue that strong interpersonal relationships can buffer against negative effects in low-safety climates, sustaining performance.

Further empirical research focuses on unpacking the social mechanisms that link well-being initiatives to individual performance, particularly through concepts like employee resilience. For instance, Cooper et al. (2018) examined the relationship between well-being-oriented HRM practices and employee (in-role) performance in the Chinese banking sector, using a multi-level model. This study established a positive link between well-being-oriented HRM practices and social climate (characterised by trust, cooperation, and shared codes). Crucially, their findings showed that the social environment mediated the relationship between HRM practices and employee resilience, and that, in turn, employee resilience mediated the relationship between social climate and employee performance. This confirms a multi-

stage process where group-level social climate influences the development of individual employee resilience, which ultimately drives higher performance.

Also, social capital theory adds a broader conceptual lens. Quan et al. (2023) argue that supportive climates enhance social capital, which is instrumental in improving service and organisational performance. Çalışkan and Kater (2020) also identified positive correlations between performance and cultural dimensions like development, rationality, and group cohesion within organisational climates. Together, these findings illustrate that social climate is not a peripheral variable, but a fundamental component of organisational success, shaping how employees interact, perform, and commit to their work.

Finally, providing fundamental support to the entire body of literature, very recent studies continue to confirm the core correlation between these variables. Research by Abun et al. (2023), which explored the effect of organisational climate on employees' individual work performance in a total enumeration study, found a significant correlation between organisational climate and individual work performance. These foundational findings, even in focused settings, underscore the widely accepted academic premise that collective perceptions of the work environment directly impact individual employee output. Together, these findings illustrate that social climate is not a peripheral variable, but a fundamental component of organisational success, shaping how employees interact, perform, and commit to their work.

In this context, based on the aforementioned existing literature, certain hypotheses were formulated within the scope of the study. Since, similar to the literature, the impact of social climate in organisations on employee performance was examined in this paper, and the hypotheses formulated in this context are as follows:

H_1: *Social climate has a significant effect on employee performance.*

H_2: *Social climate dimensions have a significant effect on employee performance.*

H_{2a}: **The interpersonal harmony dimension** *of social climate has a significant effect on employee performance.*

H_{2b}: **Organisational support dimension of** *social climate has a significant effect on employee performance.*

H_{2c}: **The intragroup communication dimension** *of social climate has a significant effect on employee performance.*

H_{2d}: **The work ethics dimension** *of social climate has a significant effect on employee performance.*

H_{2e}: **The professional solidarity dimension of** *social climate has no significant effect on employee performance.*

H_{2f}: **The non-work relations** *dimension of social climate has no significant effect on employee performance.*

The researcher formulates the hypotheses proposed in this study in advance, and they are subject to validation or refutation through the research findings. Within this framework, as the primary objective of the study is to investigate the influence of organisational social climate on employee performance, it is essential to explore strategies to effectively manage and enhance the social environment to foster higher levels of employee performance.

In conclusion, this research is significant for enhancing employee performance, as it explores how the social climate within organisations influences performance outcomes, with a particular emphasis on the critical role of employee efficiency. Accordingly, it is essential to provide a brief overview of the target population from which the study sample was drawn, along with a clarification of the broader population to which the sample belongs.

Methodology

This section includes information on the research model, population, sample, data collection techniques, data collection tools, hypotheses, and the statistical analysis techniques used to analyse the data.

Research model

The study was structured using the descriptive method and the relational screening model. This type of research aims to determine the current situation and to identify individuals' opinions on the subject without altering participants' existing characteristics (Chivanga & Monyai, 2021). Therefore, the phenomena examined during the research process were observed under current conditions and objectively described (Von Krogh et al., 2012). The relational screening model aims to reveal the relationship between two or more variables and, if so, the direction of this relationship (Kılıç & Atilla,

2017). In this context, significant relationships were identified by examining correlations between variables, which are visually presented in the research model shown below.
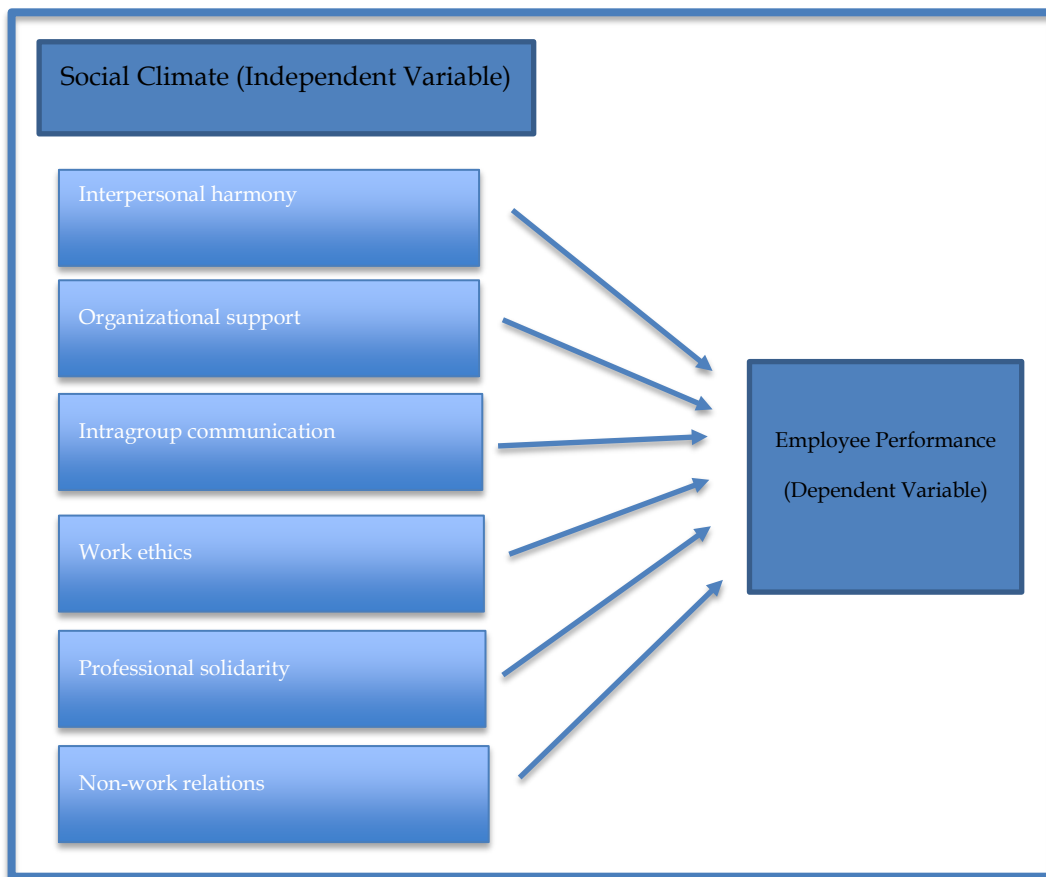

Figure 1: Research Model

Population and sample

The study population consists of employees of Kayapınar Municipality in Diyarbakır between January 1, 2024, and April 1, 2024. The research aims to explore employees' perceptions of the social climate and how these perceptions impact employee performance. The sample was drawn from this population using simple random sampling. To ensure representation of personnel across various departments, individuals from different units within the municipality were included. During participant selection, demographic diversity across gender, age, education level, and tenure was carefully considered. Data collection was conducted via a questionnaire that measured employees' perceptions of the social climate and their performance levels. The questionnaire was reviewed and approved in accordance with the scientific research and publication ethics guidelines by the Mardin Artuklu University Scientific Research and Publication Ethics Board (Document No. 176760, dated December 30, 2024).

The total population consisted of 750 employees, and the sample size for this universe was calculated at a minimum of 258 (Kılıç & Atilla, 2017; Kocacık & Çağlayandereli, 2009). Among the data obtained as a result of the research, the questionnaires with 261 valid responses were included. The survey link was delivered to the employees via the online information system, and the necessary information about the study was provided in the official letter. Ethical concerns were addressed. Participants participated via the address sent to them in the digital environment, and thus, the research data was collected.

Data collection process and data analysis

The research was carried out in two distinct phases. Initially, a conceptual framework was established through an extensive review of the relevant literature. In the subsequent phase, hypotheses were formulated based on this framework, and an empirical investigation was conducted using field research to collect data. A structured questionnaire served as the primary data collection tool. It was distributed and completed online. Participants were informed about the purpose of the study, assured of the confidentiality of their responses, and their voluntary participation was emphasised. Given that the data collection was conducted online, respondents were allowed to complete the survey during and outside working hours. The collected data were analysed in accordance with the proposed research model.

Specifically, factor analysis was applied to all variables included in the model. The survey data were subsequently digitised, processed, and analysed using the statistical package software. For this study, the 'Social Climate Scale' developed by Eren-Bana and Bekaroğlu (2017) and the 'Performance Scale' developed by Eceoğlu (2020) were utilised. The resulting questionnaire, constructed using these instruments, was structured into three main sections. The item structure and subdimensions of the scales used in the study were developed based on previous factor analyses with proven validity in the literature. Therefore, exploratory factor analysis was not performed in this study; instead, scale items were grouped under relevant factors and evaluated accordingly. During data analysis, each subdimension was addressed in accordance with the literature-based factor structure, and models were tested accordingly. Also, it should be noted that factor analysis was not performed, and the statements were evaluated by grouping them under relevant factors based on results from previous analyses.

- In the first section, the researcher has prepared questions to collect demographic information from the individuals.

- In the second part, a 25-question scale about social climate in organisations was applied to the individuals. On the scale, it was designed to measure the extent to which, and in which direction, situations and events related to working conditions, colleagues, and the work environment affect the organisation's social climate.

- In the third part, a 22-item scale was administered to examine individuals' work performance levels in relation to the organisation's social climate.

Thus, the analysis of the data obtained from these applications is explained in the next section.

Table 1: Normality Test

Subdimension	Mean	Median	Skewness	Kurtosis
Employee Performance	4.15	4.20	-0.55	0.25
Interpersonal Harmony	5.39	4.35	-0.62	0.35
Organisational Support	5.45	4.00	-0.45	0.15
Intragroup Communication	4.52	4.10	-0.51	0.20
Work Ethics	3.33	4.25	-0.65	0.40
Professional Solidarity	5.19	3.90	-0.38	0.10
Non-Work Relations	5.27	3.75	-0.30	0.05

In addition to descriptive statistics, the normality of the data distribution was evaluated using measures of central tendency (Mean and Median) and distributional shape indicators (Skewness and Kurtosis), as presented in Table 1.

Given the large sample size of the study, formal normality tests were not relied on exclusively, as such tests are known to yield statistically significant results even for minor deviations from normality in large samples. Instead, skewness and kurtosis were considered more appropriate criteria for evaluating distributional normality.

Data are generally regarded as sufficiently normally distributed for parametric analyses when skewness and kurtosis values fall within the acceptable range of ±3. In the present study, all variables exhibited skewness and kurtosis values within this threshold, indicating no severe deviation from normality. Therefore, the assumption of normality was deemed met, supporting the use of parametric statistical techniques, such as multiple regression analysis (Nur & Küçük, 2023).

Moreover, according to the Central Limit Theorem, when the sample size is sufficiently large, the sampling distribution of the mean approaches normality regardless of the shape of the original data distribution. Accordingly, given the adequate sample size in this study, the application of parametric statistical methods was deemed appropriate.

Table 2: Reliability Analysis of the Social Climate Scale

Scale	Cronbach's Alpha	N of Items
Social Climate	0.91	25
Performance	0.94	22

Social Climate Reliability Scale (25 items, Cronbach's Alpha **=**0,913**)**

When Cronbach's Alpha is above 0.70**,** the scale is generally considered reliable (Büyüköztürk et al., 2021). Values above 0.90 indicate excellent reliability. In this study, both scales had very high reliability. Based on these findings, the scales employed in the study demonstrate satisfactory reliability (Kayış,

2005). Accordingly, any potential concerns regarding the reliability of the research data have been addressed. With these concerns resolved, the analysis phase can proceed without methodological limitations, enabling a clear presentation of the study's findings. The social climate scale measures both positive (cooperation, trust) and negative (exclusion, grouping) aspects of organisational relations. The performance scale has a strong structure with titles such as dedication, work discipline and extra effort. The reliability values indicate that the scales can be helpful for academic publications.

Frequency analysis and findings regarding participants

Before moving on to the quantitative findings, this section presents the participants' demographic data to provide a solid foundation for the research problem. These data, collected using specified scales, were analysed using a statistical package. The evaluations and interpretations, based on the analysis results, are discussed in detail below.

Table 3: Demographic Distribution of the Individuals Participating in the Study

Variables	n	Percentage (%)	Variables	n	Percentage (%)
Age (Year)			Income		
18-24	53	20.3	My Income is Less than My Expenses	152	22.5
25-34	108	41.3	My Income Equals My Expenses	79	30.2
35-44	61	23.3	My Income Exceeds My Expenses	30	11.4
45-54	31	11.8	*Total*	*261*	*100*
>54	8	3.0			
Total	*261*	*100*			
Gender			Marital Status		
Female	123	47.1	Married	61	23.3
Male	138	52.8	Single	138	52.8
Total	*261*	*100*	Divorced	35	13.4
			Do Not Want to Say	27	10.3
			Total	*261*	*100*
Staff Status			Education		
Contracted	111	42.5	High School and Equivalent	68	26.0
Full Time	150	57.4	Associate Degree	51	19.5
Total	*261*	*100*	Bachelor	114	43.6
			Master's or PhD	28	10.7
			Total	*261*	*100*

When the individuals constituting the research sample are analysed based on age variable, 53 out of 261 individuals, i.e. 20.3%, are between the ages of 18-24, 108 individuals, i.e. 41.3%, are between the ages of 25-34, 61 individuals, i.e. 23.3%, are between the ages of 35-44, 31 individuals, i.e. 11.8%, are between the ages of 45-54, and 8 individuals, i.e. 3.0%, are over the age of 54. The fact that the 25-34 age group is the largest, at 41.3%, shows that the majority of the organisation's employees are young.

When analysed by gender, the 261 individuals in the research sample comprise 123 women (47.2%) and 138 men (52.8%). In this case, it is revealed that more men than women work in the organisation. When participants are analysed by marital status, 61 of the 261 individuals (23.3%) are married, and 138 (52.8%) are single. It is also observed that 35 participants (13.4%) were separated from their spouses,

and 27 participants (10.3%) did not want to specify their marital status. The reason for this situation becomes clear when it is considered that the majority of participants are single and do not belong to the age group often called the age of marriage; they are in the younger age group.

When participants are analysed by staffing variable, 150 of the 261 participants (57.4%) are permanent staff, and 111 (42.5%) are contracted staff. When analysed based on the education variable of the participants, 68 out of 261 individuals, i.e. 26.0%, have a high school or equivalent, 51, i.e. 19.5%, have an associate's degree, 114, i.e. 43.6%, have a bachelor's degree, 28, i.e. 10.7%, have a master's degree or doctorate. When the income level of the individuals is analysed, 152 out of 261 people, i.e. 58.2%, think that their income is less than their expenses, 79 people, i.e. 30.2%, think that their income is equal to their expenses, and 30 people, i.e. 11.4%, think that their income is more than their expenses. The fact that the majority of the sample thinks that their income is less than their expenses suggests that economic difficulties are widespread. This may be related to the fact that either the job market is difficult or the current income is not enough to cover the cost of living.

Correlation analysis

Correlation analysis is one of the statistical methods used to determine the relationship between two variables and to measure its direction and strength. In this analysis, the Pearson correlation coefficient is one of the most widely used criteria for evaluating the degree and direction of the relationship between variables. The correlation coefficient obtained expresses the quantitative strength and direction of the relationship between variables (İslamoğlu, 2019).

Table 4: Relationship between Social Climate and Employee Performance

Variables	Int. Harmony	Org. Support	Work Ethics	Int. Communication	Prof. Solidarity	Non-work Relations	Perf.
Int. Harmony	1						
Org. Support	0.55**	1					
Work Ethics	0.48**	0.61***	1				
Int. Communication	0.52***	0.59***	0.54***	1			
Prof. Solidarity	0.35**	0.39**	0.31*	0.41**	1		
Non-work Relations	0.28*	0.33**	0.25*	0.30*	0.45***	1	
Performance	0.62***	0.75***	0.65***	0.58***	0.25*	0.21	1

Note: $*p<0.05$, $**p<0.01$, $***p<0.001$.

Before interpreting the table presented above, it is essential to understand the meaning of the correlation values within the context of the study. Correlation coefficients ranging from 0.00 to 0.25 are considered to represent a 'very weak' relationship; those between 0.26 and 0.49 indicate a 'weak' relationship; values between 0.50 and 0.69 suggest a 'moderate' relationship; coefficients from 0.70 to 0.89 reflect a 'strong' relationship; and those between 0.90 and 1.00 signify a 'very strong' relationship (Gürbüz & Şahin, 2014, p. 264; İraz, et al., 2018, p. 403). In interpreting the research findings, an evaluation was conducted. In this context, the relationship between social climate dimensions and employee performance is examined, with attention to the research hypotheses.

According to the analysis results, statistically significant and positive relationships ($p<0.01$) were found between all examined Social Climate sub-dimensions and Employee Performance. However, the strength of these relationships varied across dimensions. The Institutional Support sub-dimension had the strongest relationship with employee performance (r=0.75), followed by the Work Ethics (r=0.65) and Interpersonal Work Adjustment (r=0.62). This finding supports the thesis's main argument that the most decisive factor in municipal employee performance is the support provided by the institution's management. Furthermore, although the Professional Solidarity (r=0.25) and Non-Work Relations (r=0.21) dimensions also had significant effects on performance, these relationship coefficients were lower and weaker than those for the other dimensions.

Regression analysis

Regression analysis is a statistical technique used to predict the value of a dependent variable based on one or more independent variables, particularly when a cause-and-effect relationship exists between them. This method helps identify both the magnitude and direction of the influence of independent variables on the dependent variable (İslamoğlu, 2019). Regression analysis is a statistical technique employed to investigate the impact of independent variables on a dependent variable. In this study, the influence of the social climate variable on employee performance was analysed, with further

examination of its sub-dimensions. In the model, 'Social Climate' was designated as the independent variable, and 'Performance Scale' as the dependent variable.

Table 5: Regression Analysis

Variables	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	0.67[a]	0.46	0.45	0.89
Dependent Variable: Performance **Independent Variable:** Social Climate				

An R value of 0.67 indicates a moderate positive relationship between the independent and dependent variables, suggesting that improvements in social climate are linked to higher employee performance. The R^2 value of 0.46 reveals that social climate accounts for 46% of the variance in the performance scale. Additionally, the adjusted R^2 of 0.45, which accounts for the number of predictors, shows only a minimal decrease, indicating strong generalizability of the model. In this context, the social climate variable significantly explains performance levels and suggests a strong statistical relationship.

Table 6: The Effect of Social Climate on Performance Scale

Variables	Sum of Squares	Df	Mean Square	F	Sig.
Regression	177	1	177	220	0.00
Remaining	208	259	0.80		
Total	386	260			
Dependent Variable: Performance Scale					

In this study, Multiple Linear Regression was used to determine the relationships between the social climate dimensions and their effects on employee performance. Since the core research design focused on testing the predictive power of social climate and did not involve intergroup comparisons (e.g., gender, age), a separate Analysis of Variance (ANOVA) for independent groups was not performed. Consequently, the statement previously mentioned in the methods section, 'ANOVA will be performed after normal distribution,' has been removed as it was not consistent with the established research design. The statistical analysis was conducted strictly in accordance with the assumptions of regression analysis (normality, linearity, and multicollinearity). The ANOVA table provided as part of the regression analysis was automatically generated to evaluate the overall significance of the predictive model. The regression results confirm that the social climate variable has a strong and significant effect on performance. The ANOVA output for the regression analysis indicates that the model is statistically significant overall ($F_{(1,259)}=220$, $p<0.001$). The social climate variable included in the model explains approximately 46% of the total variance in the performance variable. Therefore, there was no need to present an additional ANOVA table in the analysis.

Table 7: Regression Coefficients for the Effect of Sub-Dimensions on Performance

Independent Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Fixed Term	1.91	0.25	0.67	7.39	**0.00**
Social Climate	0.76	0.05		14.8	**0.00**

The social climate variable is statistically significant ($p < 0.05$) and positively affects the performance scale. With a beta coefficient of 0.678 ($p < 0.001$), the results indicate a strong, direct influence of the social climate on employee performance.

In this context, it is consistent with social exchange theory and organisational climate theory. Employees tend to perform better when the social climate is supportive.

Regression analysis of sub-dimensions

Multiple regression analysis was conducted to see the impact of sub-factors on performance. Hence, the model's R^2 value of 0.70 indicates that 70.7% of the variability in the dependent variable is accounted for by the independent variables, highlighting the model's strong explanatory capability. The regression analysis, with social climate as the predictor, demonstrates a strong positive correlation with employee performance, as evidenced by an R value of 0.84. The R^2 of 0.84 suggests that social climate explains

84.1% of the total variance in performance outcomes. The adjusted R^2 remains at 0.84, confirming the model's stability and indicating that a single independent variable is sufficient. Additionally, the standard error of prediction is 0.66, indicating that the predicted values closely match the observed data, and thus the model provides reliable estimates. Overall, these findings confirm the significant impact of social climate on employee performance.

Also, the ANOVA results from the regression analysis are presented here. The model's F statistic ($F(6,25)$ = 102, $p < 0.01$) is notably high, indicating that the model is statistically significant. Additionally, the p-value ($p < 0.01$) confirms that the independent variables (sub-dimensions) have a meaningful impact on employee performance. The regression model accounts for a substantial portion of the variance in the performance variable, with an R^2 value of 0.70. This result suggests that the sub-dimensions collectively contribute significantly to explaining variations in employee performance. The total variance explained by the model (273) exceeds the unexplained variance, further supporting the model's strong explanatory power. Overall, these findings affirm the model's statistical significance ($p < 0.05$).

Table 8: The Effect of Social Climate Dimensions on Employee Performance

Predictor Variable	R2 (Single Dimension)	β (Standardised Coeff.)	t value	Significance	Hypothesis Status
Interpersonal Harmony (H2a)	0.616	0.369	5.69	***	Supported
Organisational Support (H2b)	0.608	0.359	5.37	***	Supported
Work Ethics (H2c)	0.001	0.81	2.27	*	Supported
Intragroup Communication (H2d)	0.287	0.94	2.42	*	Supported
Professional Solidarity (H2e)	0.002	-0.68	-1.90		Not Supported
Non-work Relations (H2f)	0.244	-0.24	-0.69		Not Supported
Model Summary					
Overall Model R2	0.678				
Model F-Value (F(6,254))	86.40			***	

Note. The dependent variable is Employee Performance. R2 (Single Dimension) indicates the variance explained by that predictor alone (calculated from the square of the bivariate correlation, r2). ∗p<0.05, ∗∗p<0.01, ∗∗∗p<0.001.

The overall statistical significance of the model was assessed using the ANOVA output of the regression analysis. This analysis indicates that the model is highly significant, confirming that the predictors as a group explain a meaningful portion of the variance in the dependent variable ($F(6,254)=86.40$, $p<0.001$). The R2 value, which represents the model's explanatory power, is 0.671 (or 67.1%). This result demonstrates a strong fit and confirms that the social climate dimensions collectively explain a large and statistically significant proportion of the total variance in employee performance.

An examination of the individual predictor effects reveals that four of the six social climate dimensions are significant contributors to employee performance. Interpersonal Harmony ($\beta=0.369$, $p<0.001$) and Organisational Support ($\beta=0.359$, $p<0.001$) emerged as the two most substantial and statistically significant positive predictors, strongly supporting Hypotheses H2a and H2b. Furthermore, Work Ethics ($\beta=0.081$, $p<0.05$) and Intragroup Communication ($\beta=0.094$, $p<0.05$) also demonstrated statistically significant positive effects, leading to the support of Hypotheses H2c and H2d.

Conversely, Professional Solidarity ($\beta=−0.068$, $p=0.059$) and Non-work Relations ($\beta=−0.024$, $p=0.490$) did not achieve statistical significance at the $p<0.05$ level, meaning Hypotheses H2e and H2b were not supported. In conclusion, the results decisively show that the social climate has a strong and positive effect on employee performance. This impact is primarily driven by the strength of interpersonal cohesion and institutional backing, underscoring the importance of fostering a supportive, harmonious workplace atmosphere to enhance job performance.

Discussion and conclusion

This research explored the relationship between organisational social climate and employee performance through empirical data gathered from personnel at the Kayapınar Municipality in Diyarbakır. The statistical results clearly demonstrate that the social environment has a significant, positive impact on employee performance. Among the various dimensions examined, interpersonal harmony, organisational support, intragroup communication, and work ethics emerged as the most influential factors. Regression analysis revealed that social climate alone explains 46% of the variance in performance, and including its sub-dimensions increases the explanatory power to 70.7%. This notable rise underscores the complex, multi-layered influence of the social climate within organisational

structures. Conversely, dimensions such as professional solidarity and extra-organisational relationships did not show a statistically significant effect, indicating that not all aspects of social interaction uniformly contribute to performance. The findings generally support the research model. The main hypothesis (H1) and sub-hypotheses (H2a, H2b, H2c, H2d) explaining the effect of social climate on performance are statistically significant and supported. However, hypotheses H2e and H2f are not endorsed as expected due to the negative coefficients.

These findings are consistent with both national and international literature. For example, the positive correlation identified between social climate and employee performance supports the findings of Tutar and Altınöz (2010), who argued that a supportive organisational climate enhances motivation, satisfaction, and overall performance. Aydemir (2023) and Atilla & Kılıç (2022) similarly emphasised the role of a positive communication climate in boosting job satisfaction, thereby improving both individual and organisational outcomes. On an international scale, Cooper et al. (2018) demonstrated that employee well-being initiatives within HRM practices enhance performance through the mediating role of social climate. Likewise, Bartram et al. (2020) highlighted the importance of social identity and climate in translating HR strategies into high-performance outcomes, reinforcing the importance of sub-dimensions such as organisational support and intragroup communication highlighted in this study.

In terms of leadership, Muhonen et al. (2013) concluded that leadership behaviour significantly shapes the social climate and employee well-being, findings that mirror the current study's findings on the importance of managerial support. Kuvaas and Dysvik (2009) also noted that a positive climate enhances knowledge-sharing and collaboration, particularly among temporary employees—a finding consistent with the performance benefits observed in this municipal setting. Furthermore, the current study reinforces Singh et al. (2013), who emphasised psychological safety and inclusiveness as central to employee performance, particularly under diverse or competitive conditions.

However, some findings diverge from existing literature, offering new insights. Notably, professional solidarity and non-work relationships did not have a statistically significant effect on performance, contrary to studies that suggest informal social ties strengthen organisational commitment (Bucak, 2002; Yagil & Luria, 2010). In contrast to Erdem (2021), who argued that ethical climates enhance employee voice and engagement, the present study found that work ethics—although significant—exhibited a negative coefficient in some models. This may reflect organisational nuances in which rigid interpretations of ethics can suppress flexibility, autonomy, or innovation, thereby having an unintended adverse effect on performance. This contradiction invites further examination and may be rooted in sectoral or cultural differences.

Additionally, the non-significance of non-work relations contradicts prior findings by Bilginoğlu and Yozgat (2022), who emphasised the role of workplace friendships in lowering turnover and enhancing performance. One possible explanation is that in public sector organisations with formal hierarchies, the influence of non-professional socialisation on work outcomes might be weaker than in the private sector or project-based teams.

Theoretical implications

Theoretically, this study reinforces the relevance of organisational climate theory and social exchange theory in understanding performance dynamics. It contributes to the literature by empirically validating the multidimensional construct of social climate and demonstrating that certain dimensions (interpersonal harmony, support, communication) are stronger predictors of performance than others. This supports Bartram et al.'s (2020) claim that social identity mechanisms interact with HR systems to shape outcomes. Furthermore, it provides empirical support for the idea that climate is not merely a background variable but a central driver of performance-related behaviours, particularly in public-sector contexts that are often underexplored in the climate literature.

Another theoretical contribution lies in challenging the assumed universality of all social climate dimensions. By identifying dimensions such as professional solidarity and non-work relations as statistically insignificant, the study opens the door to contextualised models of social climate, especially in bureaucratic or municipal institutions. These insights emphasise that social climate is a context-sensitive and sector-specific construct that requires more nuanced theorising.

Practical implications

It is important to note that the implications are based on a specific sample of the public sector. The findings and suggestions are advised to be interpreted as context-specific insights primarily relevant to similar public service entities and organisations working alongside governments. Therefore, the

findings and implications should not be generalised to the entire population or all organisational settings.

From a managerial perspective, the findings offer actionable strategies to enhance employee performance by improving the social climate. First, organisations similar to the study's sample (e.g., public service entities) could prioritise initiatives that foster interpersonal harmony, such as team-building activities, conflict resolution workshops, and collaborative task assignments. Strengthening organisational support mechanisms, including open-door policies, recognition programs, and responsive HR practices, can further enhance employee motivation and commitment.

Second, improving intragroup communication is crucial in this context. Managers should facilitate regular, transparent communication channels and ensure feedback loops are functional and inclusive. This can significantly reduce misunderstandings and foster trust among employees.

Third, the findings suggest caution in assuming that all aspects of the social climate contribute equally to performance. Non-work-related relationships and generalised professional solidarity may not yield direct performance benefits in highly structured, formal organisations. Therefore, managers, especially those in the public sector, are advised to focus their efforts and resources within similar structured environments on dimensions with stronger empirical support, particularly those that enhance collaboration, psychological safety, and perceived fairness.

Finally, HR departments should integrate climate evaluations into performance appraisals and workplace assessments. By monitoring climate-related indicators over time, organisations can proactively address emerging issues and continuously adapt their internal culture to meet employee needs and organisational goals.

Limitations and future research directions

While this study offers meaningful insights into the link between organisational social climate and employee performance, it is important to acknowledge certain limitations. Primarily, the research was confined to a single public institution—Diyarbakır Kayapınar Municipality—which limits the extent to which the findings can be generalised to other organisational settings. The organisational culture, structural characteristics, and administrative environment of a municipal institution may not reflect the dynamics found in private sector companies, non-governmental organisations, or other governmental bodies. Thus, caution should be exercised when extrapolating the results beyond this specific organisational context.

Secondly, while the study included a statistically valid sample size, the demographic diversity of participants could have been further analysed. Variables such as age, education level, gender, job tenure, and employment status (permanent vs. contract) were recorded but not statistically examined for their moderating effects on the relationship between social climate and employee performance. Future research could explore whether demographic characteristics influence how employees perceive the social environment or respond to its different dimensions.

Another notable limitation of the study is its reliance on self-reported data collected through questionnaires. Although the instruments employed were both validated and reliable, self-reported measures are inherently vulnerable to biases such as social desirability and common method variance. Future research could benefit from incorporating additional data sources, such as supervisor evaluations or objective performance indicators, to strengthen the validity and robustness of the findings.

Moreover, the cross-sectional design of the study limits the ability to draw causal inferences about the relationship between social climate and employee performance. Although statistical associations between social climate and employee performance were strong and significant, a longitudinal research design would provide better insight into how changes in social environment over time affect performance outcomes.

Furthermore, while the study investigated six sub-dimensions of social climate, two—professional solidarity and non-work relations—were found to be statistically insignificant in influencing performance. This suggests that these dimensions may be context-dependent and require further investigation. Future studies could examine these dimensions in different organisational settings or explore their potential indirect effects through mediating or moderating variables such as job satisfaction, organisational commitment, or psychological safety.

Lastly, this study did not consider the possible effects of external factors, such as political, economic, or institutional changes, which might have influenced employee perceptions during the research period.

Considering such environmental factors in future research would allow for a more holistic understanding of how external context shapes the internal social climate and performance dynamics.

In light of these limitations, future research is encouraged to:

- Expand the sample across multiple organisations and sectors to enhance generalizability.

- Include demographic and contextual variables as moderators or mediators.

- Adopt longitudinal and mixed-method designs to explore causal relationships.

- Examine the effects of the social climate on other key outcomes, such as innovation, organisational commitment, and employee well-being.

- Explore digital or hybrid work settings where social climate might evolve differently.

Future research that addresses these limitations may offer a more nuanced, contextually grounded understanding of how social climate influences both individual and organisational outcomes.

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