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**Influence of Organisational Climate
and Employee Desires on Managerial Drive**

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Abstract

In this study, we focus on the significant factors that influence managerial drive, analysing the relationship between employee desires, organisational climate, and managerial drive (organizational commitment). The aim of our study is to evaluate the validity of a well-known concept in the context of Pakistani: a combination of individual and situational factors influences human behaviour. In our study, the dependent variable is organisational commitment, and the independent variables are participation management, ethical practices, job security, empowerment, and Benevolent Management. Participative management, ethical practices, and Benevolent Management are used to assess the organisational environment. Aspects like the Need for Power and Job Security are considered as a measure of the variables Employee Desire and Organisational Commitment, and as a reflection of Managerial Drive. Primary investigations have pointed out that Organisational Commitment is a dimension of Managerial Drive, hence the term 'Organizational Commitment' is more in usage than 'Managerial Drive'. A pre-designed questionnaire was used to collect the primary information. The questionnaire was administered online through Google Docs and also by personally approaching the respondents. The sample size was 100 respondents. The sample includes engineers, HR personnels, and Business Development Executives of different organisations in Pakistan. The sampling technique used for drawing the sample would be simple random. We use SPSS software to analyse the data. We found that the environment in which employees work is more important than their requirements in terms of managerial drive. Taking this into account, the theory gains wide support in Pakistan. All hypotheses were accepted for this study, indicating the positive relationship of the independent variables with the dependent variable.

Keywords: employee desires, managerial drive, organisational climate, organisational commitment.

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1. Introduction

In case the workers in a company are satisfied, responsible, and can willingly do extra for the company, it is for its own good. Increased employees' inspiration, therefore, means increased dedication; proper work done at a higher level and improvement in terms of organisational efficiency. The motivation of managers and dedication of workers are therefore an important prerequisite for a business to have life. Through the implementation of such humanly inspired policies and practices into their employees, there can be financial gains by the companies at the present time and in the future, too. Generating high earnings and returns on investment can be achieved through the growth of the organisational growth, being very crucial, with any firm that designs its human resources policies purposefully, taking into consideration the demand and psychology of its labour force. This not only benefits corporations but also ensures effectiveness, which in turn reduces overall cost of production. A more prestigious, competent, and efficient workforce is required to meet this objective. The production increase and the opportunity costs decrease. A satisfied team is the secret to this great achievement. The employee will have a new perspective on his job and will be more reliable and dedicated when he is satisfied with his wage, the way his superiors treat him and his ability to do things his way. He will also trust that he has supportive colleagues and superiors in case he will face difficulties.

The primary engine behind this kind of growth is the managerial drive.

Individuals are sensitive enough to properly respond to external factors, such as attractive workplace culture or HR rules that are responsive to their demands. The employees will be the focus of our study. We need to examine how employee demands and organisational climate influence the motivation of managers. Taking into account various ideas about employee behaviour (Mowday et al., 1982; Cook & Wall, 1980) and the extensively accepted theory that states that an employee's performance is the result of a mix of individual and situational aspects (Sharma & Mohapatra, 2009), the nuanced and complicated issues of managerial motivation and staff commitment should be clarified.

Based on the literature, we identified that there are several facets of a specific characteristic in the management sciences. Some articles defined management inspiration as organisational commitment, while others defined it as work satisfaction, etc. It was noted that managerial motivation has several facets when measured. We do not draw conclusions about the exclusive premises that might move forward the concept of managerial motivation, based on the independent variables we chose for this investigation.

The literature review part of our study is based on the online articles accessible through the databases of "JSTOR", "Science Direct" and "Google Scholar". There are so many avenues in organizational development that a single study is difficult to carry on. With this, we mentioned only some of the topics that are more related in the present context. In the next section, we will present the theoretical

framework which identifies the dependent and independent variables we used in this study. We validated the theoretical framework to note both the critical and noncritical factors of organizational development. Furthermore, we identified parameters that can be tuned for various dimensions of organizational growth. The findings in our research are related to managers and people who should have a good knowledge of terms and concepts in organizational growth. In the case of our sample, we selected workers with different levels of experience in most fields of business in order for our questionnaire not to be biased by people's opinions from only one specific field.

2. Literature Review

Motivation is a complex phenomenon. It is possible that a worker is satisfied with his job, but dislikes the company for which he works. Or vice versa. A worker who is satisfied with the company may be dissatisfied with interpersonal and intergroup interactions or the other way around. The three components of work motivation explained in the literature include job satisfaction, organisational commitment, and social fulfilment.

Some authors (Hrebiniak & Alutto, 1972) considered that organizational commitment is the refusal to leave a position or group for a small personal gain. Other authors (Han & Northoff, 2008) considered that China is facing a declining degree of organisational commitment because of its limited internal growth possibilities.

Tao and his associates discovered that organisational commitment is greatly influenced by the organizational environment (Tao et al., 2002). Many studies conducted in India corroborate the favourable relationship between expressed organisational commitment and the organizational environment (Sharma & Mohapatra, 2009). It has been verified that mutually situational factors and personal attributes impact the level of managerial motivation.

Keeping in mind the fundamental motivation theories elaborated by various authors (Herzberg et al., 1959; Lawler, 1994; Rainey, 1997 & Rainey, 1983) it was recognised that motivation had two components: inner and external influences. Together, these two elements affect human behaviour in general and organisational commitment in particular.

According to (Mowday et al., 1982) managerial drive is the “comparative strength of an entity’s credentials with and participation in a specific organisation” (Choe et al., 2017). When we are discussing about their association with organisational commitment, ethical behaviour and benevolent management also score well (Sharma & Mohapatra, 2009).

Currently, identifying the complex relationship between organisational climate, employee desires, and managerial drive is highly important to increase productivity and support organisational success. Despite their importance, there is a lack of literature that observes how these aspects cooperate and persuade each other in the organisational setting. This study tries to close this gap by analysing the complex links between organisational climate, employee desires, and managerial

drive, providing constructive insight to improve managerial efficacy and organisational performance.

3. Aim of the Study

This research aims to evaluate the applicability, for Pakistan, of a widely accepted theory that considers that human behaviour is influenced by a mix of situational and individual factors.

The results of this study will be useful to HR consultants working in organisational development in monitoring, measuring, analysing, and evaluating dependent variables (organizational commitment) and independent factors (ethical practices, job security, empowerment, and participatory management) in various contexts. In addition, students will carefully examine what additional elements are important for organisational development and how to use them in practice to assess important management behaviours and attributes.

In addition, it is considered that investigation firms might utilise this study to develop audit techniques for the company and revitalise their organizational growth models. Increasing real labour output would not only help companies improve their internal processes, but also make it easier for them to increase their profitability.

3.1 Theoretical Framework

Figure 1. Theoretical Framework



Source: developed by author (Waqar, 2024).

3.2 Participative Management

Within the organisational climate, participative management addresses how employees participate in decision making, are encouraged to think creatively, are included in major company decisions, and receive the necessary support or

assistance from peers and superiors when needed. In this way, the employee gains a stronger sense of emotional connection and identification with the organisation and feels more a part of it. When an employee is having trouble, he or she always believes that their supervisors or coworkers will assist them in solving the issue. This feeling improves the worker's sense of belonging to the organisation (Benoliel & Somech, 2014). Taking into account these aspects, we propose the following hypothesis.

H1: Participative management is significantly related to organisational commitment.

3.3 Benevolent Management

Giving back is assured when acts and choices are made with the best interests of the largest number of individuals in mind (Choe et al., 2017). An environment that is generally caring encourages a sense of homeliness and fearlessness among employees because they know that they are constantly protected by the organisation is constantly protecting them and that it will always take care of their well-being. Employers are more likely to keep their commitment if management and HR implement policies that demonstrate empathy and concern for their workers (Karakas & Sarigollu, 2011). The following hypothesis is proposed:

H2: Benevolent management is significantly related to organisational commitment.

3.4 Ethical Practices

An organization that practices social responsibility is very likely to attract the affection of its employees. A company that exudes the highest level of morality and has a fair and just employee recruitment and promotion process is considered a beautiful place to work in. An organization in which leaders are candid and run business in a transparent way will pay in dividends in terms of long-term recruitment and retention of other employees. In this setup, every employee, regardless of their position in the hierarchy, receives the same benefits and penalties, all together, in a unit system (Turyakira, 2018). The following hypothesis has been drawn:

H3: Ethical practices are significantly related to organisational commitment.

3.5 Job Security

All staff want a stable job and do not want to be concerned about being fired or laid off. Probationary staff and those on short-term contracts usually worry about job security and do not feel a strong sense of belonging to the company they work for. On the contrary, a leader who has the assurance of his job security and who is not subject to accusations will be working with a sense of relief and will not be subject to such challenges. Government sector employees feel quite secure in their jobs (Clark & Postel-Vinay, 2009). The following hypothesis is developed from the above discussion:

H4: Job security is significantly related to organisational commitment.

3.6 Need for Power (Empowerment)

If individuals are valued, they will feel more in charge. Giving them some degree of power over certain facets of their position is one way to do this. On the job, each worker aspires to be in charge. They may realise their ideals in this way, which has positive psychological effects. They will be more responsible the more they believe they are in control of things. The organisation could gain from this in the form of greater dedication and effectiveness (MSW, 2008). This helps us develop the following hypothesis:

H5: Empowerment is significantly related to organizational commitment.

4. Research Methods

This research is based on quantitative data. In the response of this research, a detailed questionnaire is used. It was developed with the factors we chose to measure in mind. This survey has been pre-tested before any data are collected.

The questionnaire consists of 27 items all together. These items are formulated through the usage of multiple choice and Likert Scale questions (Sharma & Mohapatra, 2009).

The survey was conducted online with Google Forms.

This research has a sample size of 100 respondents. The random sampling technique was used in drawing the sample for this research.

The population studied is arbitrarily chosen from a variety of Pakistani companies, both private and public. Respondents are primarily engineers, HR personnels, and Business Development Executives from various organisations in Pakistan.

SPSS software that is a statistical software used for analysis. We used SPSS to analyse the data. Different statistical techniques were used to analyse the data and test the hypotheses. Demographic analysis was also done using SPSS.

5. Findings

5.1 Demographic Analysis

The findings of this study indicate that the questionnaire was filled out by 100 respondents, but of 100, 91 responses came while the remaining were left empty. The Demographic section contains various demographic variables such as age, gender, length of employment, type of organisation, level of education and position in the organization. The results show that out of 91 respondents, the majority of respondents were male (73.6%) and only 26.4% of them were female, as shown in figure 1. Most of them fall within the age bracket of 26-35 years old, 7% fall with the age bracket of 36-40 years, and the remaining 2.2% are above 40 years of age. This is also shown in Figure 2.

Figure 2. Gender

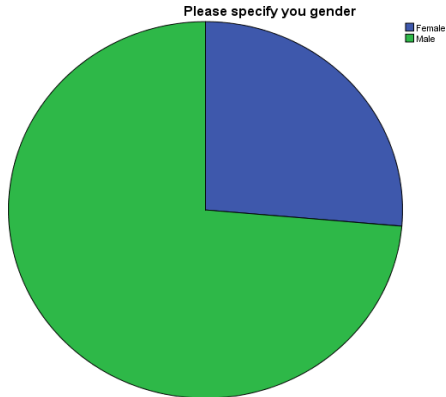
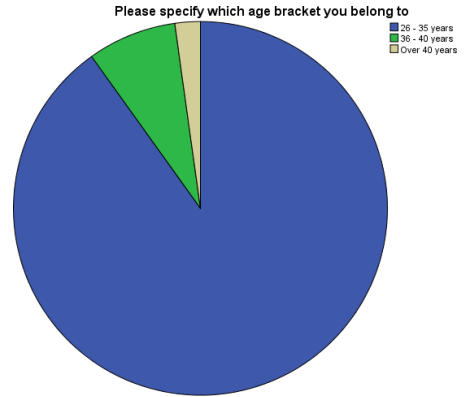


Figure 3. Age



Source: developed by author (Waqar, 2024). Source: developed by author (Waqar, 2024).

Moreover, there were 54.9% of the employees who have work experience of 1-5 years, 29.7% have experience of 6-10 years, and only 15.4% have experience above 10 years as shown in Figure 3 below. In addition, most of the employees worked in private companies (82.4%) compared to public companies (17.6%) in Pakistan. The main reason is the high salary and benefits. As the data were gathered from the employees with graduate and post-graduate degree, the results show 50% of them were graduates whereas 50% of them hold post graduate degrees. The last and most important demographic variable is the position of the employees and the results concluded were 36.3% were executives, 40.7% were middle managers, 17.6% senior managers and only 5.5% hold the position of GM and above in the organisation as shown in Figure 4.

Figure 4. Work Experience

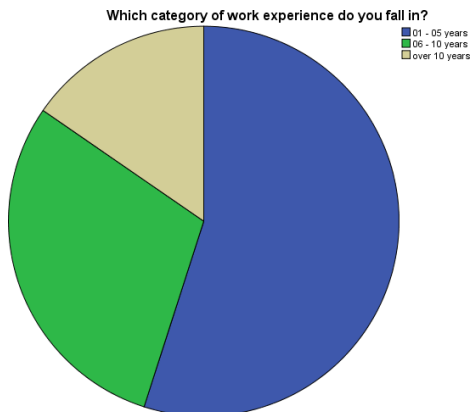
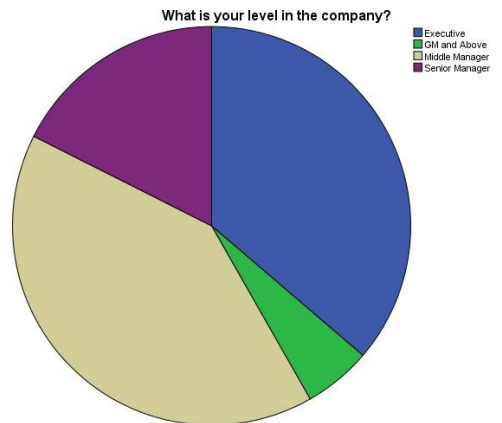


Figure 5. Position



Source: developed by author (Waqar, 2024). Source: developed by author (Waqar, 2024).

5.2 Hypotheses Testing

Hypothesis testing is one of the statistical methods used to test the reliability and validity of the study. This method is used to test specific predictions, called hypotheses. Five alternate hypotheses that were developed for this study from the literature. All independent variables (participative management, benevolent management, ethical practices, job security, and need for power {empowerment}) are positively correlated with the dependent variable managerial drive (organisational commitment). In other words, all independent variables have a significant relationship with the dependent variable.

The P-value is a number calculated by the statistical tests to describe whether to accept or reject the hypothesis. If the p-value is less than or equal to 0.05, it means that the null hypothesis is rejected and alternate hypothesis is accepted. If the p-value is greater than 0.05, this means that the null hypothesis is accepted and the alternate hypothesis.

All hypothesis of this study has a p-value lower than 0.05, which indicates that all hypothesis H1, H2, H3, H4 and H5 are accepted. All independent variables are positively correlated with managerial drive (organizational commitment). The results of all hypotheses along with the p values are also shown in Table 1 below:

Table 1. P-Values

| Hypothesis | Variables | P-value | Result |
|------------|--|---------|----------|
| H1 | Participative management → Organisational commitment | 0.000 | Accepted |
| H2 | Benevolent management → Organisational commitment | 0.000 | Accepted |
| H3 | Ethical Practices → Organisational commitment | 0.025 | Accepted |
| H4 | Job security → Organisational commitment | 0.015 | Accepted |
| H5 | Need for power → Organisational Commitment | 0.000 | Accepted |

Source: developed by the authors.

According to the study findings, participative management has a significant relationship with organisational commitment. This can also be proved by previous studies as it is a general awareness that participative management techniques provide several advantages for the organisation as well as for employees' mental health and job satisfaction (Benoliel & Somech, 2014). This increases the employee's commitment to the organization. Thus, if employees at all levels are involved in decision making, it can help the organization to perform better and to achieve goals in a short time; it is only possible if the employees are involved in the organisations (Benoliel & Somech, 2014). Secondly, H2 is accepted; also according to the literature benevolent management has a significant relationship with organisational commitment, as when the employees feel that they are protected in the organisation and their concern are fulfilled, they become more committed. It is very necessary to provide a safe and healthy work environment for employees and value peoples. This can increase your level of commitment. They want to remain committed to the organization (Karakas & Sarigollu, 2011). Third, H3 is accepted according to the results of this study. Furthermore, the literature suggests that there

is currently increasing pressure on business organisations to be ethical, in addition to running their operations in the most economical, efficient, and effective manner possible to increase performance (Turyakira, 2018). The authors believe that ethical misconduct can be harmful both the employees as well for the organisation. Unethical practices lead to business failures. So, all organisations strictly follow ethical practices, as it also increases organisational commitment. Employees believe that if the organizations can follow ethical practices, it leads to advancement, and they feel more committed to the organization. Moreover, in developed countries organisations gained their reputation by applying ethical practices. As it helps to retain employees (Turyakira, 2018). Last but not least, according to the study results, job security also has a positive relationship with organisational commitment. Job security increases productivity, loyalty to the organisation, and the ability to master new job skills. The presence or absence of a sense of job security in the workplace can have negative and positive effects on both employees and organisations (Toosi, Bakhtiary, & Salehi, 2020). Past research has shown that there is a significant positive relationship between the need for power and organizational commitment. In addition, a sense of empowerment can increase employee engagement in an organisation (Rawat, 2013).

6. Conclusions

This study gave us a clear image of the most essential aspects that influence managerial motivation, and respondents of this study are more concerned with the environment in which they operate than with their personal demands. That determines how motivated individuals are to work for their organisations. This result is useful for HR departments in many organisations because they can improve the work climate by setting up some guidelines and principles and creating a more relaxed to work in for the employees.

Participative management, benevolent management, ethical standards, job security, and empowerment are very important for organisational transformation and have implications for HR operations. All hypotheses were accepted in this study, as the p-value is less than 0.05. The variables being discussed have been adequately evidenced by the study that they have been practiced in organizations adhering to the principles of good governance in making decisions after giving powers, responsibilities, and roles in advance.

Participative management is indispensable for organizational commitment because the decisions based on mutual concerns and involving all members create the positive effects mentioned above. Apart from the benevolent management, job security has a pretty good effect on the organizational commitment. For example, if a person feels safer and more protected by the manager, he will put more efforts into the organization resulting in the high degree of commitment.

Ethical behaviors would empower employees to drive employers to offer reasonable wages and compensation, that could result in a social security system that ensures the right to education and freedom to express.

The ethical means also foster the adherence to lawful and legal responsibilities, contributing to alleviating social issues like the organization of work, victimization of work load, harassment, and an impartial appraisal system. Lastly, contemporary organizations depend on empowered and committed employees for efficient performance. Research indicates that a sense of empowerment may increase employee commitment to their organisation (Rawat, 2013).

Therefore, researchers were recommended to shape up this study and establish other factors that organizations in present-day arena.

6.1 Limitations and Future Research

This study has several limitations that suggest potential areas for future research. As a result of the lack of resources, simple random sampling was used to collect the data. Second, due to lack of time, the data were collected from only 100 respondents working in various organisations in Pakistan. The study was cross-sectional due to a limited time frame and the data was collected at a specific point in time in different organisations of Pakistan. This can lead to specific results. In addition to that, some variables were used to analyse the results and see the impact on organisational commitment (Rožman & Štrukelj, 2019), while according to literature, there are various other variables that can also be studied and incorporated to see the effect, which in turn leads to different results.

However, future research should explore this topic including different variables that impact organisational commitment (Rožman & Štrukelj, 2019). Moreover, different countries organisations can be studies in future, to make comparisons and to study different perspectives. Mostly importantly, the longitudinal study design can be used to study the impact of organisational climate and employee desires on the drive over time. Furthermore, the sample size can be increased in the future to obtain better results and improve study findings. Accordingly, to further advance our understanding of managerial drive, several other variable impact can be studies to expand research such as work engagement of applies etc.

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